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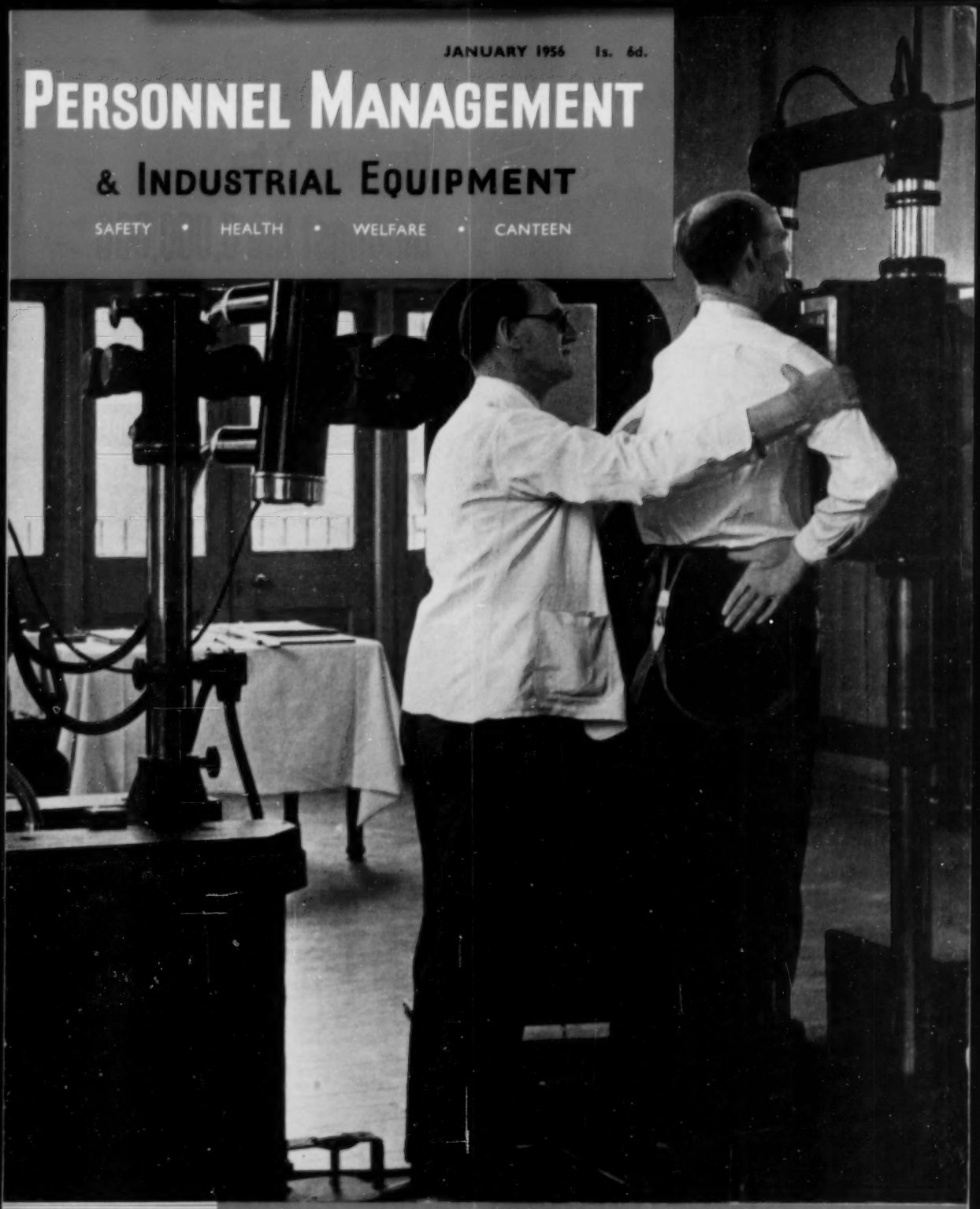

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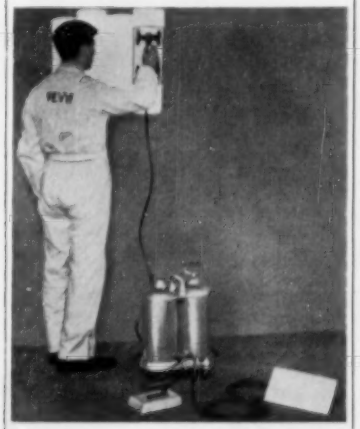

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JANUARY 1956

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SAFETY • HEALTH • WELFARE • CANTEEN

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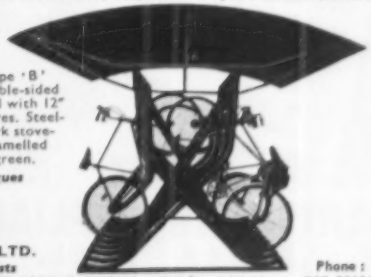

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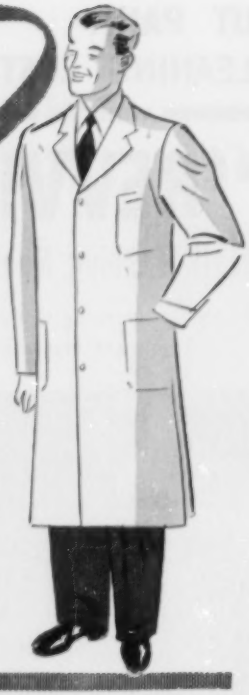

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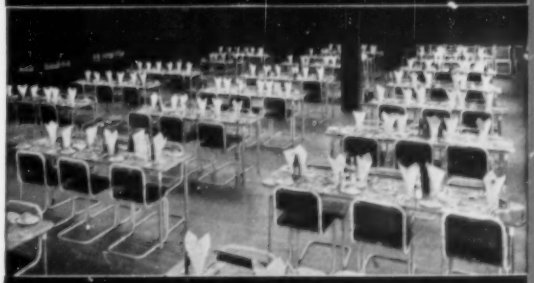

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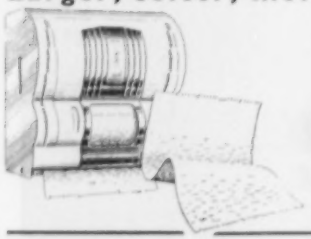

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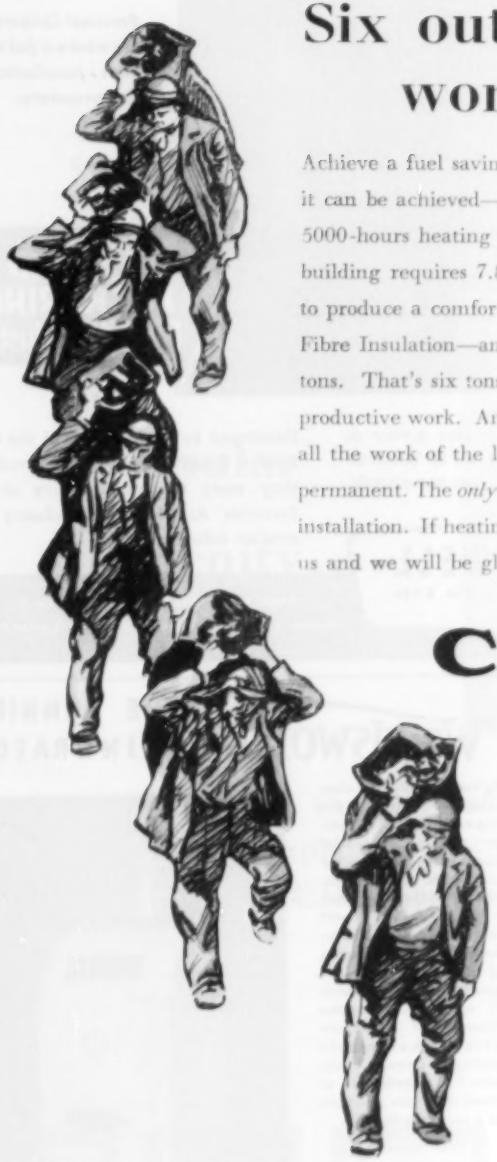

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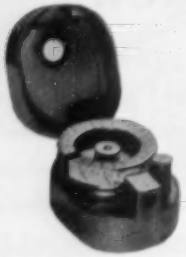

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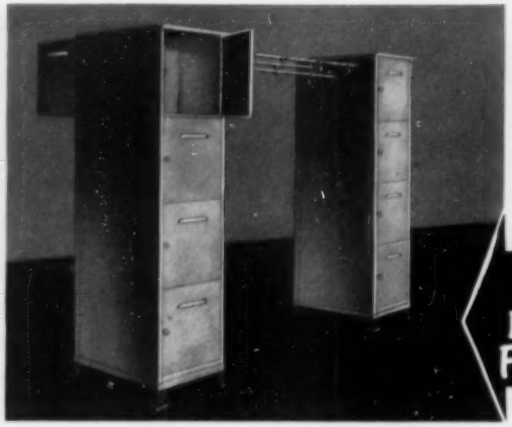

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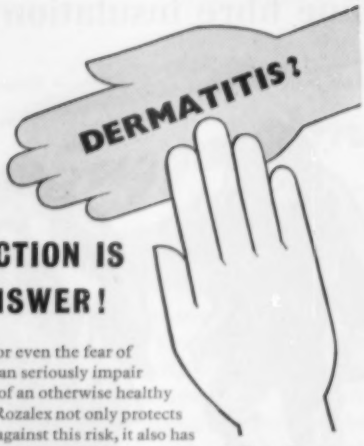

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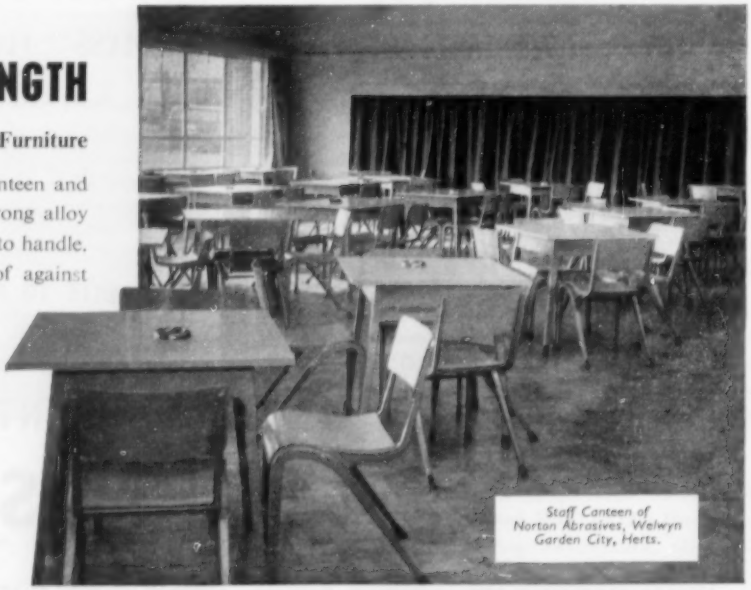

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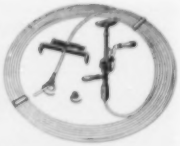

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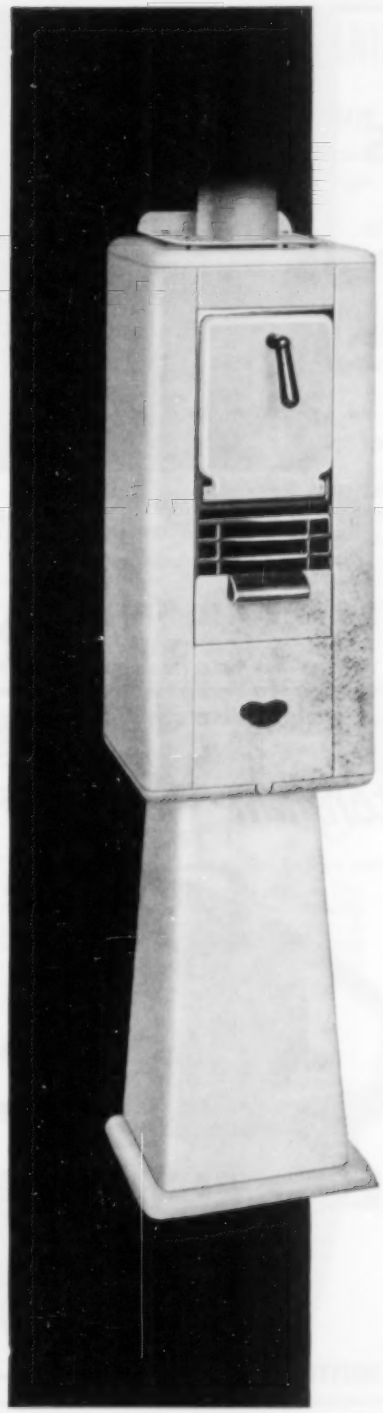

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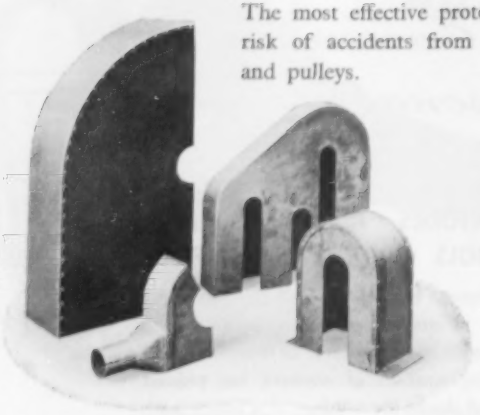

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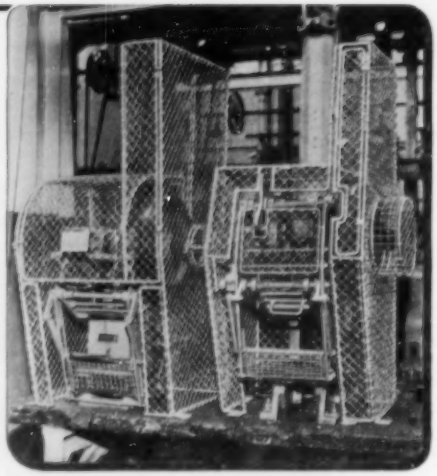

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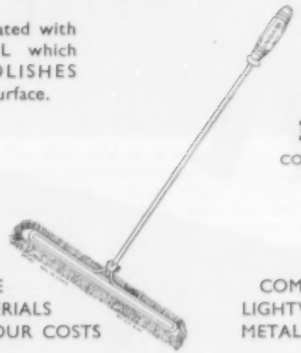

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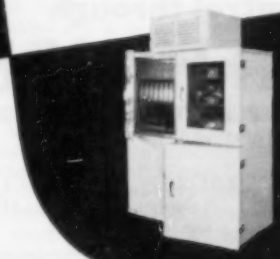

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Plus Fifty Boot earns high praise

Mr. G. W. Oakley, of London, S.E.9, works for a transport and shipping firm, and on May 23rd, 1955, was unfortunate enough to have his foot run over by a crane. But hear what Mr. Oakley himself has to say:—"... the crane weighed 11 tons and on the hook was 2 tons of metal, 13 tons in all, but thanks to your boots my injury was very slight ... only badly sprained toes and ankle ... so I should like to thank you for the fine workmanship of your boots."

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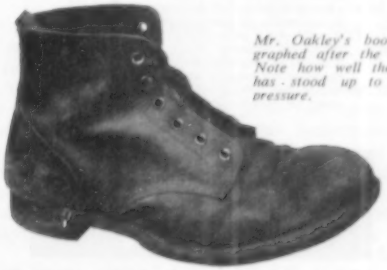

Mr. Oakley's boot photographed after the accident. Note how well the toe-cap has stood up to 13 tons pressure.

Being indistinguishable from normal footwear, workers are glad to avail themselves of the protection afforded by this complete range of safety boots and shoes and a special "in stock" supply service makes it easy for you to meet all demands without bother or expense. Full details of Plus Fifty Protective Footwear, sold only through Welfare Departments of Industrial Organisations, will be sent on request by Protective Footwear Service Limited, Kingswood, Bristol.

PLUS FIFTY CASE HISTORY No. 43

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The first step in a mass X-ray service. The organising secretary outlines plans for a visit to a large firm in South West London. Here she discusses the details with the works medical officer, the personnel manager, the works manager and the shop steward.

What Industry Can Do About TUBERCULOSIS

By W. JEAFFRESON LLOYD, M.A., M.B.,
Chief Medical Officer, Guest, Keen & Nettlefolds, Ltd.

Despite much progress in recent years, TB remains a grave menace to the community at large and industry in particular. Here is an account, specially written for this journal by one of the leading medical authorities on the subject, of the extent of the problem and of the practical measures managements can take to fight it. Among other things, Dr. Lloyd makes a strong plea that the industrial medical officer be brought into the National Health Service work.

IT is worth considering the nature of tuberculosis. The disease and its infectious nature were known to the ancient Greeks. Robert Koch in 1882 demonstrated that the cause of tuberculosis, previously called consumption, was a bacillus, which is a rod-shaped germ. The most common way for this pest to enter the body is via the lungs. Less rarely does it gain admittance through the digestive tract, and this door would be shut if there were no tuberculous cows. Very rarely indeed is it to be found entering through the skin, because spitting is no longer popular in the general population.

The problem of pulmonary tuberculosis in the world is vast. Some countries can show a cleaner sheet then others. In 1951 Great Britain still had 250,000 cases of pulmonary tuberculosis on the registers of its chest clinics, which figure is 60,000 greater than that of 1938. Certainly there are brighter patches on which to ponder. No longer is the disease deserving of the title which once it held—The Captain of the Men of Death.

How is the community to tackle this disease which still spreads misery, and costs us much money? It must be admitted that as a nation we are not prevention-minded. We are a pill-swallowing people and we love our medicine too much. The money which has been and is still being wasted in this way on products which so frequently are poured down the drains would go far to eliminate tuberculosis from our midst.

There would appear to be two lines of prevention which firstly it would be wise to consider in respect of their operation in the whole community, and secondly in respect of their application in the industrial field. These are:—

1. *The attempt to banish the bug from our midst.*
2. *Making the environment too hot for the bug.*

Let us consider the first part of the plan. Undoubtedly, along these lines of elimination something has been achieved. Treatment was instituted, notification of the disease became a legal requirement. Sanatoria were used not only for treatment, but also for the removal of the infectious during the period of danger to others. Contacts of the infectious were "screened." But has this effort gone far enough? True, there is notification, but apart from prohibition powers in the handling of food, there are no legal powers to stop an infectious case going to work where he wants.

Now let us be quite clear on this point that the State has never made it possible for the unfortunate infectious sufferer to do other than this. He must earn his living, and even in these days with increased allowances the life of one of such persons, especially if he is married, is a miserable one. It may be asked why this patient has been allowed to work. It may be that he himself has cut short his own treatment almost certainly on account of financial and consequent domestic misery. Or it may be that, despite the greatly improved treatment with antibiotics and surgery, he is still an infectious. No, before there can be prohibition of such people in work there must be really adequate financial and social

support from the State, and that means from us all by political pressure. There are some of us who feel that the cost would be a sound investment for the future. Australia has decided to go along this road.

In the pursuit of cleansing the germ from our midst there is a need for greater activity in tracking the contacts of the infecters. No attempt has been made to trace possible contacts at the place of work and in certain areas the task of tracing home contacts even is not completed.

It is true that we do not allow cases of smallpox and cholera to enter this country. However, there is no medical supervision to exclude pulmonary tuberculosis cases amongst the many from abroad who come to work here. Yet there are countries who adopt stringent standards before they will accept immigrants.

We are up against a tough proposition in trying to drive tuberculosis from Great Britain, but it does seem that we could do far more to reduce its circulation and this leads to the next point in prevention.

This second method of attack has two aspects. We have witnessed one of the latter over the last half century at least. It is the gradual improvement which has taken place in our nutrition, housing standards, care of child health and working conditions. The national physique has been made stronger to withstand the germ when it has gained access to the body. The use of a protective vaccine, coupled with the elimination of the infectious case from our midst, would perhaps be the ideal method. Whilst enthusiasm has been generated for B.C.G. vaccine, it may be still too early to make an accurate judgment.

A Rhondda valley miner has his height and weight checked following an X-ray. Two others wait their turn and a fourth leaves to give his medical history to a clerk.

We have now formed some idea of the ways in which the tuberculosis problem can be tackled by the community, and in the light of this knowledge let us examine *What Industry Can Do About Tuberculosis.*

In rough figures it can be said that 23,000,000 million people are gainfully employed in Great Britain. Of these, 7,800,000 are females and 15,200,000 are males. They spend a very large slice of their conscious week at work. Some of them (about 15½ million) work in factories, where there is some control of the working environment through the Factories Acts. The remainder work in places where other Acts may have some sway, or where there is no statutory control whatever, or again where no control is necessary.

It is in the factory and the office where contact is most likely to take place. There, exposure to an infectious case may extend over the whole working week. It would appear from a study of the published work of Dr. Alice Stewart *et alia* in the boot and shoe industry that the risk is greater in those places where the contact is with the larger working force.

To this end it is useful to consider the pattern of size of factory in this country. About 97 per cent of our factories employ less than 250 people each, and about 77 per cent employ less than 25 people each. To many who are not acquainted with industry these figures come as a surprise. They correspond very closely with the pattern in the U.S.A. There is, however, a tendency to gather more people into the larger groups and it looks as though this process will continue.

In the light of these figures about the anatomy of industry let us consider what an industrial unit can do in the first line of attack against pulmonary tuberculosis. Except for a few firms (and for various reasons) no attempt has been made generally to think of the control of spread of infection of this disease at the place of work.

In the Scandinavian countries and in Holland the factory has been brought into the picture. For example, in Norway it is illegal for a company to employ a person with active tuberculosis. In Holland those factories which have an X-ray plant are part of the team for the detection of tuberculosis. It is not being argued that it is the job of industry in this country to provide these services. Anyhow only in the big units is it possible to use an X-ray apparatus in an economic way.

But it is felt by the majority of industrial medical officers that they could be usefully brought into the team. The Ministry of Health, it appears, has a policy to push him further out of the picture. There would seem two reasons for this. Firstly the industrial medical officer is not part of the National Health Service. He is paid by his employer and is therefore suspect. This is rather an unkind attitude, for there is no reason to suppose that the ethical standards of an industrial medical officer are below those of his other colleagues in other branches of medicine. The Ministry of Labour will in fact confirm that the placement of the quiescent tuberculosis patient is far more easy in those firms which have a medical service. Incidentally,

TB—Six Preventive Measures

1. *If an active case is discovered, have all workers in that place X-rayed.*
2. *Have all employees returning after a long illness medically examined.*
3. *Discourage victims from coming back to work too soon. This means keeping in touch with them and re-assuring them about their jobs.*
4. *Dust is a great enemy. See that premises are kept clean and use modern vacuum-cleaning methods.*
5. *Keep up constant propaganda in favour of good nutrition and personal cleanliness. N.A.P.T. posters are available.*
6. *Arrange with local X-ray units for chest examination of those coming into employment from school.*

the placement is more easy when the employer is private than it is when the employer is the public or local authority. **The second reason probably is that the trades union movement is suspicious of the possibility of victimisation of the active case of the disease, and it has a perfect right to be so until the State has a policy for increased and generous allowances for the infectious case to be kept away from open industry.**

What then can individual industry do to keep infectious tubercles away from its midst? It is possible to make it a condition of employment that every new starter should have a clear X-ray picture of the lungs. This procedure does not appear practicable or even desirable.

It should be possible to have a plan, however, which would be less costly, and avoid the overlapping of medical services. We should be able to rely on the chest physicians at the tuberculosis clinics in refraining from sending the infectious case back into open industry, and on watching the state of quiescent cases on their registers. It is only fair to say that the Tuberculosis Service of this country is limited by the amount of money which the National Health Service is prepared to spend upon it, and the standard of duty displayed by its personnel has always been of a very high order.

Yet it must be admitted that the staff is inadequate in number to deal with the problem. A preplacement medical interview, if the history is taken properly, can often be a pointer to the need for an X-ray of the chest. It has, however, been made increasingly difficult for the industrial medical officer to arrange such an examination. The Ministry of Health has given a directive to its mass X-ray units that it must not examine people referred to it by the I.M.O. The person must go via his own doctor. In theory this may sound satisfactory, but there are a surprisingly large number of people seeking employment today who have not selected a doctor.

The Editor, the Advertisement Manager and the staff of PERSONNEL MANAGEMENT AND INDUSTRIAL EQUIPMENT *wish all their readers and advertisers happiness and prosperity in the New Year.*

One of the final stages of the mass X-ray service is when the films have been developed then projected on to a screen for examination by a panel of doctors.

All should agree that it is a duty of any employer to safeguard the health of the young person who joins a company. The writer has found it possible to arrange with the local mass X-ray units to take a picture of the chests of all those coming into employment from school, if this has not been done within the preceding six months. This is repeated at the age of 17. Here the ruling of the Ministry of Health is that the X-ray must not be a condition of employment, and that the results will be disclosed only to the young person's general practitioner. So far acceptance has been 100 per cent, but it must be explained that the youngsters visit the unit by motor coach during working hours! Many cases of pulmonary tuberculosis have been discovered through the visits of mass X-ray units to factories. The response has generally been better at the smaller than at the bigger factories.

When an active case of pulmonary tuberculosis is discovered in a factory shop or office, it is desirable to have an X-ray taken of all the people in that place. Increasingly, it is found that there is a willingness to take part in such an investigation. Providing there is 100 per cent response the practice would appear to be good public health. For some reason, best known to the Ministry of Health, such examinations of groups are being discouraged. In the experience of many of us in industry the opposite should be the case.

It would be a good practice to carry out a medical interview of all employees returning to work after a month or more of absence due to sickness. Amongst this group there may be those of whom an X-ray of the chest is desirable. At present the only way to arrange this is for such a person to be referred back to his own doctor for reference to the X-ray unit. With co-operation between the G.P. and the industrial medical officer this procedure should be a valuable one in detecting unsuspected cases of the disease.

The company which has been wise in its understanding of human relations will have done something, it is hoped, to encourage the sufferer during his absence. There are some very enlightened firms who will have made some special financial provision for the patient. Others will have kept in touch with him by visit or encouragement to visit the works when he is convalescent. Let us hope that all will have kept the employee on its books. Such contacts cannot help but encourage the patient in the necessarily long absence which the treatment of this disease demands. **This conduct by the company may help the chest physician to get the employee to take no risks on coming back to work too early.** This can be a protection to the community. Further, it may be possible to arrange for modified hours of work, and to see that the occupation is neither laborious nor dusty.

It is evident from the skin testing of young persons during the first few years of employment that changes are taking place in their immunity. There is evidence to show that this

(*Continued on page 422*)

Clean, sleek and airy! The new ***Frederick Braby*** *factory at Crayford is as good inside as the frontispiece it presents to the main road to London. It covers nearly 12 acres with the shops running north to south on the "north light" principle.*

The main canteen hall seats 600. Included among a host of modern fittings and furnishings is the floor in Rhodesian teak. The kitchen floor is quarry tiled and there is a special fan extraction unit for cooking fumes.

The clinic is in charge of a trained sister with a doctor in weekly attendance. It comprises a surgery, consulting and examination room and a light treatment room.

New Plants M
With Product

THE ARCHITECT TAKES A HA

AIR conditioning, four types of water—steam, hot, cold and chilled, tea bars and tastefully decorated canteens, shower baths, thermostatically controlled heating, modern colour schemes, blended lighting, flower boxes, etc., etc.—today's new factories have indeed come a long way from Blake's "dark, Satanic mills!"

Two recent examples of this architectural revolution that plans welfare as an integral part of efficient production are the new factories of *Frederick Braby & Co. Ltd.*, manufacturers of office steel equipment and machine guards, at Crayford, Kent, and that of *T. Wall & Sons Ltd.* at Godley, Cheshire. In both these plants the safety and comfort of the men and women on the shop floor has been a prime consideration of management and are of interest to industry at large because of the trends in current factory construction that they highlight.

The new *Frederick Braby* works, which covers an area of nearly 12 acres, has been built on the north light principle with the shops running from north to south. These are all-steel framed with brick surround up to 8 ft., and a roofing—known as "combined sheeting"—of double skin asbestos. The floors are rolled macadam on concrete. Features of the office block include Rhodesian teak floors laid on mastic and halls and staircase in terrazzo. The mechanical accounting office has a surround of acoustic tiles and double glazing to the corridor to reduce machine noise. Other features are a comfortable, up-to-date canteen, a bright well-equipped surgery and a drying-room at the works entrance equipped with heated rails and hangers for wet clothes.

Special measures have been taken to reduce noise in the mechanical accounting office. Like the rest of the office block it is light, spacious and complete with the most modern fittings.

ure Story

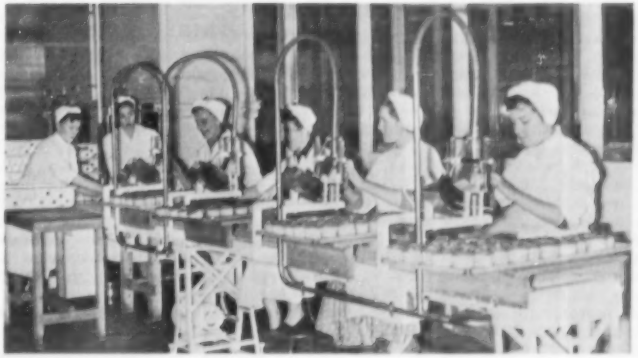
Merge Welfare ivity

D IN INDUSTRIAL RELATIONS

WALL'S new meat-products factory at Godley is described as "revolutionary and one of the most complicated of its type ever built." Designed to give three levels of production on rectangular floor spaces of 168 ft. × 94 ft., there is at the same time a block to give full cloakroom, lavatory and tea bar facilities to all production levels. Walls in the production area are faced with blue-grey glazed tiles up to an average height of 7 ft. 6 in., and above are finished with ivory cement glaze. A similar colour scheme plus flower boxes obtains in the "welfare" block.

The major part of the building is artificially ventilated and heated by washed, filtered and heated air. This travels from the plant chamber on the roof to the various production levels by means of metal ducts, and is circulated through each floor either by recirculating through the plant or by direct extraction from special areas. This and other services such as steam, water, gas and so on have been carefully grouped to give as clean an appearance as possible.

The new **Wall's** *factory at Godley is described as one of the most complicated ever built, yet the basic construction principle is one of the simplest. One of its revolutionary features is that most of the building is ventilated and heated by washed, filtered and heated air.*



Small pies are ingeniously bagged by a new type of machine which relies on air to open the bag which is later heat-sealed.

Scrupulous attention is paid to hygiene. It is a works rule that all employees must wash their hands every time they enter their production floor—but it is a pleasure to do so with these amenities.

A tea room at the new factory. There is one adjacent to each of the three production floors to eliminate queueing and waste of time. Each tea bar has painted walls and thermoplastic tiled floor.

Management At Work

TRAINED VIGOUR

ONE of Scotland's most exclusive schools was opened in October by Lord Strathclyde, Minister of State. The pupils are directors, supervisors, trade union officials, personnel officers, work-study specialists and managers who will attend for further training in leadership. This is in recognition of the fact that increased productivity is not only a matter of more and better machines but also of vigorous executives.

The school is housed in "Chesters", a handsome mansion house in Bearsden, near Glasgow, which stands in five acres of ground. There are five cottages for domestic staff, extensive coach-houses and a large conservatory and gardens. In the main building are two large lounges, a reading room, library and clubroom bar. Additional buildings include a new dining room and kitchens and a residential block with 60 study-bedrooms. These are equipped with hot and cold water and are furnished to enable the men to work comfortably and hold discussions with fellow course members.

The centre has its own shooting brake and students can easily travel to the wide variety of industries within 12 miles of "Chesters", such as light and heavy engineering, shipbuilding, textiles, chemicals, furniture, clothing and consumer goods. There will be various courses on management, labour relations, executive development, etc. Twice during his course, the student is sent out into industry to tackle a hitherto unsolved problem and provide a solution.

The capacity of the school is 45 students. Bookings have been made for men from South Africa, India, Norway, Hong Kong, Argentine and Chile, while 25 are coming from England.

Aiding Ex-prisoners

A NEW voluntary society was formed in London last month on the model of *Le Feu Vert*, a French society of groups of business and literary men who meet discharged prisoners at small lunch parties and help them to find work and return to society. The British version is called "The Bridge", whose primary aim is to offer rehabilitation through friendship. Mr. C. R. Hewitt was elected chairman, Lord Moynihan, treasurer, and Mrs. Roger Opie, secretary. Among the leaders of groups are Lord Pakenham, Mrs. Stephen Spender, Miss Antonia Pakenham, Mr. Jeremy Cubitt, Mr. Michael Gregory and Lord Lucan.

I.L.O. Helps Asia

AN Asian Technical Conference on Vocational Training for Industry was held in Rangoon last month. The primary purpose of the Conference was to examine the present state of development of vocational training in the Asian countries and to determine what further help might be given by the I.L.O. through its Expanded Technical Assistance Programme.

The Agenda of the Conference was:—

(1) Exchange of views on the present state of development of vocational training for industry in Asian countries ;

(2) Problems of organisation and administration of vocational training for industry.

(3) Organisation and administration of apprenticeship and other in-plant training as an integral part of training for industry ;

(4) Recruitment and training of teachers and instructors for vocational training for industry ;

(5) Training of supervisors for industry.

Automation Effects

COMMENTS on the prospects of automation in this country were made by Sir Ivan A. R. Stedeford, K.B.E., at the annual general meeting of *Tube Investments Ltd.* in December.

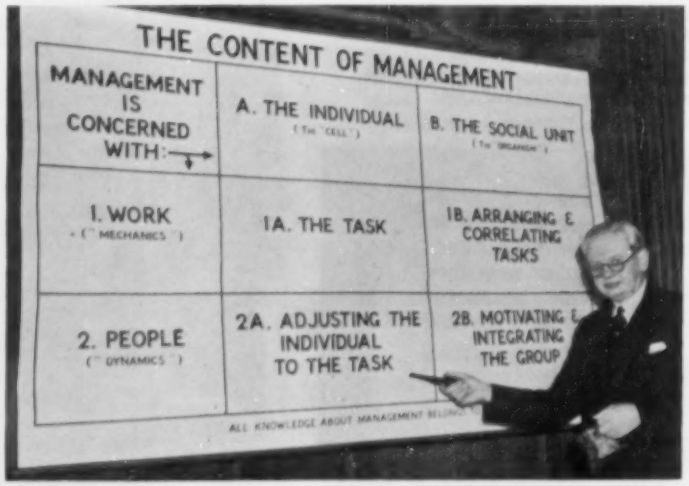
He spoke of the automatic factories already in existence of which, in time, there may be more. "But here in the United Kingdom", he said, "automatic methods are likely to be applied more widely to particular processes and assembly lines than to entire factories, and the pace of progress, therefore, is bound to be uneven."

On the question of unemployment as a consequence of the replacement of men and women by machines, Sir Ivan went on to say: "So far, experience has suggested rather the reverse—any redundancy having been almost immediately counterbalanced by the creation of new jobs. It may be expected, however, that the need for redeployment will ultimately be greater in offices than in the factory, and that the early school leavers, from whom have been drawn the bulk of office staffs hitherto, will need to provide many of the better educated and trained technologists to man and maintain the automatic equipment of the future. A further effect of automatic methods may well be that, by lightening and reducing manual work, they will tend to level illogical social distinctions between the factory and office floors."

Selective Memories

N. CORAH (St. Margaret) Ltd., Leicester, hosiery and knitwear manufacturers, recently investigated the question of giving employees a complete picture of their company's operations. Their survey was concerned principally with the news of company profits, production and trading results which had been published in the house magazine and local newspapers, or had been discussed at joint consultation meetings.

About 160 workers—five per cent of the total labour force—took part. They were interviewed in groups of 20, and their answers to a number of questions were analysed. It appears that the published facts had been ignored completely by between 20 and 30 per cent of the women and 9 per cent of the men. Moreover, few of the others remembered actual figures. When asked factual


THE CONTENT OF MANAGEMENT
MANAGEMENT IS CONCERNED WITH:
A. THE INDIVIDUAL
B. THE SOCIAL UNIT
1. WORK
1A. THE TASK
1B. ARRANGING & CORRELATING TASKS
2. PEOPLE
2A. ADJUSTING THE INDIVIDUAL TO THE TASK
2B. MOTIVATING & INTEGRATING THE GROUP

The Polytechnic Management Association heard Lt.-Col. L. Urwick address its November meeting on the first of five lectures on "Leadership in the Twentieth Century." Here he stresses a point on a chart specially prepared for the lecture.

questions, only 26 per cent of them gave three or more correct answers out of five, and only 6 per cent scored four or more.

One fact was retained, however. Fifty-four per cent stated correctly that taxation swallowed up the largest share of the profits. This, in itself, might be regarded as a notable achievement of the company's communications system!

The answer to a question concerning a pictorial analysis of the sales £ which had appeared in the house magazine, disclosed that 12 per cent of the men and 21 per cent of the women had failed completely to grasp the significance of the figures involved. Nevertheless most of the employees (86 per cent) favoured the idea of being given financial information.

Asked to state which types of information were of particular interest to employees, 52 per cent mentioned new developments and the general trade position. Twenty-six per cent declared that they were equally interested in all types.

From their analysis of the replies, the company drew two main conclusions: (1) that too much detail may be confusing; and (2) that employees want to know general facts, illustrated by a few figures. **(Business.)**

Guess The Cost

AT the cotton mills of P. F. Van Vlissingen in Holland, an effort is being made to interest the workers in production costs. The object is to bring the workpeople to understand management's problem: "What does it cost and how are we going to earn it back ?"

Every two weeks a number of tools, machine parts, raw materials and other cost items are displayed, and workers are invited to put in a box their written estimate of how much each article costs. The first prize of 10 Florins and a second of 5 Florins are awarded personally by one of the directors. The articles are then exhibited a second time showing the actual cost of the article and the names of the winners.

The result of this and other measures has been an increase in discussion among workers about production costs and a general growth of cost consciousness.

Fuel Efficiency

IN the last 18 months engineers from N.I.F.E.S. (National Industrial Fuel Efficiency Service) have visited over 7,000 British factories. As a result of their investigations, they are convinced that greater attention to maintenance would considerably reduce fuel bills and safeguard production. N.I.F.E.S. is accordingly sending to all firms upon request a special "Maintenance Memo" they have drawn up to help works managers make a rapid check of their fuel plant. Copies may be had from the National Industrial Fuel Efficiency Service at 71, Grosvenor Street, London, W.1.

HOUSE MAGAZINE DIGEST . . .

Other Firms' News And Views

Managers' Example

Do we see managers often enough on the shop floor ? The tidiness drive through No. 1 Factory recently did more in the opinion of some people to improve morale and raise people's spirits than all the talk at Council. Why ? Because they saw the managing director down on the shop floor.

You can say what you like about kow-towing to the boss, but it does people good to see the gaffer around, to know that he sees for himself what goes on. To find out the gaffer's views we asked a number of very senior managers what they thought about being seen around more on the shop floor and put to them some opinions of shop floor men.

The managers, including Mr. Brown, all agreed it was a good idea, and now that the reorganisation is well under way they all hoped to spare time to look around the shop floor more. The time factor is the great difficulty. Many managers deal with customers. Would you rather have your boss helping to receive more business or looking at what you are doing ? **(Our Opinion.)**

Three Shillings A Week

Starting work as an apprentice pattern-maker at the *David Brown* works at East Parade, Huddersfield, in 1901, Herbert Hindle, who has just celebrated his half-century with the firm, earned three shillings for a 54-hour week. There was overtime in addition, and Mr. Hindle recalls that if it was not possible to give reasonable notice of extra working time there was an allowance of threepence as "tea money". "This was supposed to buy a pint of tea and a buttered teacake", Mr. Hindle said, "but some of the enterprising lads found that they could get a pint of tea, a teacake without butter, and a packet of cigarettes for their money." **(David Brown Newsletter.)**

Beauty Aids Productivity

Apart from a truly magnificent canteen, one other greatly appreciated innovation at this firm (*Hoover Ltd.*) was beauty treatment facilities for the ladies. Appointments were on a rota basis and visiting experts provided the latest in the way of facials, etc. This managerial gesture was not, we were assured, merely philanthropic. The chief methods study engineer assured us that it was just another aid to that higher productivity. It induced team spirit and gave that feeling of "Pride of Ship" as they say in nautical circles. **(Hallford Magazine.)**

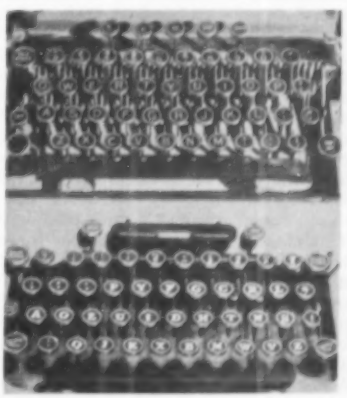
Three Freedoms

It has been said that there are three sorts of freedom. There is freedom to do as we please, which if universally practised would lead us to anarchy. There is freedom to do as we must, the freedom that a stone has when it obeys the law of gravity, the freedom of the slave. The third and most precious and indeed the only true freedom is the freedom to do as we ought.

The freedom of the Partnership is neither the freedom of anarchy at one end of the scale nor the freedom of the slave at the other. Anarchy can be prevented by rules, slavery by limiting the rules. The ideal rules are those which cover essential duties and which otherwise leave men free to do as they ought. With some obvious necessary exceptions the Partnership's rules are positive rules, indicating quite clearly what sort of things the Partnership ought to be doing, how it should be doing them and assuring its freedom to do them. **(John Lewis Gazette.)**

For ASDF Read AOEU

THE administrative service of the American Government is making exhaustive tests with a "simplified" typewriter which, it is claimed, could increase the output of the average typist by 35 per cent. All that is involved is a rearrangement of the present keyboard, which has remained unchanged for more than 80 years. This would bring the most frequently used letters closer to the fingers that normally do most of the work ; all the vowels, for instance, would be grouped on the second or "home" row of keys. British manufacturers have not welcomed the news for it is felt that the present quality of typing will decline even further.



Right (top) the existing keyboard; with the proposed layout *(bottom)*.

Should Managements Draft A Bill Of Rights For Workers?

When Discipline And Entitlement Clash

MANY supervisors are worried today about keeping discipline in their departments. What sounds like a cry from the heart comes from a London foreman: he puts it like this:

"Our management are very keen on discipline in the works. I had a case of a man drinking tea from a flask at all times of the day. After a very keen argument with the man he finished by saying he was entitled to drink his tea at any time of the day. I asked my controller if he would make a case of it. He said he could not do anything about it. What is discipline?"

Would some other member of the group like to answer this foreman's question? What do you think discipline is? Clearly, this foreman is feeling that the habit of drinking tea at all times of the day is affecting the smooth running of his shop in some way, that he has no power to make the tea-drinker change his ways, and that since higher management do not intend to do anything about it, his discipline is being impaired.

Involved in this one small problem are many of the fundamental questions of keeping law and order in a modern industrial society. This worker, for example, felt that he was "entitled" to drink tea when he wanted to. Ideas about different people's rights in industry are at the moment in an extreme state of flux—modern conditions of full employment, new social concepts, the growing body of sociological evidence, are all alike making managements and labour organisations re-examine some of the assumptions on which the industrial discipline of an earlier day was based.

What "rights" are inherent in a contract of service? One large concern, for example, says that its employees have the right to the best possible working conditions; to be consulted about matters which affect their interests, to develop their own potential abilities, to do work for which their training and aptitudes fit them, and to appeal against actions which they feel are not fair. Many other companies are attempting to formulate these ideas in a kind of industrial charter or "Bill of Rights" for their employees. Do you have any such document in your concern? What points would you put in it if you had the chance? Where would you draw the line? When you had considered more serious rights and duties, would you agree, for example, that it was reasonable to give women employees two extra half days off a year to get permanent waves, as one American firm did recently under a contract with the union? But would you draw the line, as that union did, at free haircut time for the men as being "too frivolous"? Would you accord our friend "the right" to drink tea or would you withhold it in certain circumstances—if so, which? Finally, if the worker has "rights" has he not also duties?

This case of the tea-drinker also raises another very important aspect of industrial discipline. This is the relationship of the supervisor with both his superiors and with those who work under him. What orders should a supervisor be "entitled" to give to keep his group well organised to do their appointed tasks? What are *his* "rights" in this matter? Should top management give guidance on the framework of orders which they will consider acceptable and so support? A host of thorny problems present themselves to my mind. What should a foreman do when one of his men goes to a mid-week football game without permission—or takes a day off to do some shopping, or oversleeps rather frequently; or when one of his women operators refuses to move to a different job, or stays off work to "have a rest" or spends long spells in the cloakroom each day? What would you have done if you had faced the following problem?

A skilled mechanic was careless about safety rules when servicing his machines. On more than one occasion his foreman had warned him to take more care and in particular not to do anything to a machine while it was in motion. One day the foreman discovered the man looking very pale, standing beside one of the machines, which was stopped. Apparently the mechanic had noticed a piece of fluff which was about to be pulled into one of the delicate moving parts. He had therefore picked a piece of rag out of his pocket and wiped it away. The rag had caught in the machine and he had only just let go of it in time. In defence of his action he said he had often done similar things before without danger to himself, but that this time he had not noticed his rag had a torn end which must have been hanging loose. The rag was caught in the machinery and several parts had to be replaced at considerable expense. The foreman felt that this was the last of a series of dangerous actions by this man, and that some action should be taken. What would you advise him to do?

SERVING TWO MASTERS

Foremen And Shop Stewards

ANOTHER aspect of discipline which is more and more frequently confronting the supervisor

What would YOU have done?

DISCUSSION LEADER starts the New Year with a new idea for readers. You are invited to send in details of a problem met with in the course of your job and other readers are invited to describe how they would have tackled it. Names and like details will of course be treated in the strictest confidence. For each problem and answer published we will pay our usual guinea.

today is bound up with his relationships with the shop stewards in his department. We all know it is difficult to serve two masters at once and the relationship of the foreman (the representative of formal authority) and shop steward (the "men's leader") is often a confused and unhappy one. This area of human relations is still in the melting pot.

In recent months you may have noticed that this is where more than one industrial dispute has started. In September, 700 men employed on work at Calder Hall Atomic Power Plant went on strike after management refused to reinstate a shop steward who had been dismissed after a dispute with a foreman. The strike lasted 8 days and ended when management agreed to institute a full enquiry into the dispute. Earlier, another unofficial stoppage involving 1,500 members of the National Union of Vehicle Builders had occurred at the Birmingham Factory of Nuffield Products Limited. A shop steward had been dismissed for refusing to obey a foreman's instruction, after he had been pulled up for poor work. The dispute was settled at a meeting between management and shop stewards. The shop steward apologised and was then reinstated in his employment.

Here are two examples of foremen and shop stewards in conflict. Harmonious industrial relations cannot, however, exist unless supervisors and shop stewards can have good working relationships. Each can be a great help to the other, and this question of "discipline" is one on which the most clarification is still required.

This month we have outlined some of the many aspects of this problem of discipline. In a future issue I hope, with your co-operation, to present some constructive suggestions. Write and suggest some answers to the two problems I have described and also let me have your views on the wider questions—"What is Discipline?"—and what you consider are the rights and duties of different sections of the industrial community in this rapidly changing economic and social climate. Perhaps together we can then clarify some of the confusion.

Incidentally, those of you who think that "discipline" is weaker in the modern generation should read G. Gorer's new book called "Exploring English Character".

DISCUSSION LEADER

Staff Selection In A Sellers' Market—6

How Group Selection Tests Can Help Industry

By ELIZABETH SIDNEY

This final article of the series deals with group selection as it is being applied to industry. The writer stresses that this can be an expensive method but, where the vacancy is really important, well worth the cost.

MODERN selection methods can be roughly divided into two categories—those which help the selector to build a biographical picture revealing the persistent patterns of behaviour likely to recur in the individual's life, and those which yield a representative sample of some one aspect of behaviour. He may also be able to run a Group Selection Board, a procedure which embraces a number of test situations intended to yield a representative sample of a candidate's leadership qualities. A considerable number of companies now run some form of group selection procedure when selecting for certain grades, and I should like to devote this article to describing and discussing the method.

The problem of selecting men with leadership qualities was one which became particularly acute in the Armed Forces during the war. Forces' selection boards in both Britain and America experimented with test situations intended to give candidates an opportunity to show their capacity to lead. For example, a candidate for an Army commission might be asked to solve the problem of getting across a river. He might be given two assistants and some limited equipment, and be expected to plan a method and to execute his plan within a specified time. He would have to appreciate the situation intellectually, make a sound and rapid decision, and convey his plan to others in such a way that they understood it and felt encouraged to help him carry it out.

Problems developed along these lines became part of standard War Office Selection Board procedure, and other selectors became interested in the idea of tests for leadership in civilian situations. The Civil Service Selection Board designed tests for candidates for higher positions in the civil service. Instead of practical problems, candidates might be given written data on some administrative situation, and after studying the material be asked to join in a general discussion about it. The discussion groups would be composed entirely of candidates, and members of the selection boards would observe how the discussion ran.

Since the war, many firms have further adapted these methods to help in the difficult task of choosing the company's future leaders. The simplest introduction may be to describe a scheme used by one very large company for choosing its management trainees.

This company takes on a considerable number of young men for management training each year. The first stage of the selection procedure is a biographical interview based on an application form. When eight or nine suitable candidates have been sorted out by this process they are invited to attend a group selection board at a country hotel. The candidates meet at the hotel at noon and are welcomed by the members of the selection board. They are told the procedure to be followed, reassured about its purpose, and invited to introduce themselves. At lunch the selectors mix with the candidates and try to establish a friendly and informal atmosphere.

The afternoon is taken up with individual tests—intelligence tests, an interest questionnaire and two brief essays in which the candidates attempt to describe their own personalities. About 2½ hours are spent in this way. After tea the discussion groups begin. The first is on a managerial problem which the candidates are allowed to consider privately for about half an

hour before discussing it together. This discussion lasts about three-quarters of an hour. It is followed by a discussion on a subject chosen by the candidates and then by two further discussions on managerial subjects. After dinner, a member of the selection board talks on the work of the company and invites the candidates to discuss the pros and cons of employment within it. This discussion is summarised by one of the board and other aspects are pointed out. No chairmen are appointed for any of these discussions.

The candidates spend the night at the hotel and next morning are given a talk on the company training plan for management trainees and are encouraged to ask questions. They are then called in one by one for final interviews. While waiting for these they fill in a form giving their preferences for employment within the company and others giving their views of the selection procedure. They are interviewed successively by two members of the selection board. Each interviewer considers all the information collected about the candidate and questions him on any outstanding or conflicting points. These interviews conclude the group selection procedure and the candidates are then free to leave.

Another group selection procedure which also runs for a day and a half begins in the early morning with intelligence testing and essay writing. Before lunch, the candidates are welcomed by the selection board and invited to introduce themselves. Pre-lunch drinks and lunch itself are again made as friendly and informal as possible. In the afternoon, an hour and a half's unchaired discussion on a given topic is followed by ten-minute impromptu speeches on general subjects. After tea, each candidate in turn acts as chairman to the group for a short (20-minute) discussion. Dinner concludes the candidates' work for the day, but the selection board go on to preliminary discussion of results as a basis for the next day's interviewing. Candidates and selectors stay the night at the hotel and the next morning candidates are interviewed individually, and are then free to leave.

Variations on these themes are developed by different companies. Some group selection procedures extend over 2½ days. One company runs a series of group discussions during an afternoon as part of a selection procedure for foremen. Sometimes discussions are chaired and sometimes not—the evidence suggests that much the same information about the candidates emerges whatever is decided on this. Constant elements in the group selection method are the limiting of the number of candidates to around eight; discussions of half an hour or more on managerial and general topics, and a selection board of three or four people.

A selection board would certainly include a member of the Personnel Department and perhaps a departmental manager or a member of higher management. An outside consultant employed to advise on selection might be a member. These people have a good deal to do during the day and a half. The administration and scoring of tests has to be organised and the essays read and considered. During the discussions, the members of the board sit unobtrusively in the room and note the contributions made by the different candidates. They try to assess both the intellectual quality of the contributions and the skill with which they are presented.

Some of the implications of this procedure are immediately obvious. It is expensive and it concentrates on providing information about the social skill and influence of the candidates. It is therefore only worth employing where these abilities form an important part of the job to be filled. However, such abilities are important in nearly all responsible administrative jobs in industry and a personnel manager may well feel justified in recommending the method if he has evidence that it makes for the more successful selection of leaders.

How Group Selection Operates:—

1. **Several candidates take part and the procedure may last two or more days.**
2. **During this time social skills and intelligence are assessed by the group selection board.**
3. **A selection board should include the personnel manager and perhaps an outside consultant.**
4. **The whole procedure is kept friendly and informal.**

Bosses As "Dictators"

AT one of London's Evening Institutes dictation in the shorthand-typing classes is given on a tape recorder. The speakers are mumbling, eating sweets, smoking cigarettes, umm-ing and ah-ing and talking about their rheumatism between sentences. Says the instructor: "Most bosses are atrocious dictators! We try to give our students real-life experience before they go out for a job."

To find out how good—or bad—*Gordon & Gotch* bosses are compared with this estimate their secretaries were interviewed for an Opinion Poll.

The biggest fault with *Gordon & Gotch* bosses, said 66 per cent of their secretaries, is that they dictate at varying speeds. The boss talks too slowly when he is trying to work out a letter, then when inspiration strikes him he dictates so fast that his secretary may just as well be doodling cartoons as try to keep up with him.

27 per cent complained that their bosses seemed to dictate to someone across the street, or a filing cabinet on the other side of the room, while 22 per cent said that at the same time he insisted on pacing up and down the room. Another 22 per cent have to re-type letters because the boss has thought of another way to phrase them, while 16 per cent are unhappily trying to find out what to do next as the manager insists on giving such rambling orders.

Other faults—bosses like to change the subject in the middle of dictating and some were inclined to be moody. But many kind words were spoken, for 66 per cent of the secretaries found their managers even tempered and easy to get on with, while 27 per cent credited them with a sense of humour. 11 per cent of the bosses apologise for their own mistakes. Other compliments—considerate, doesn't shout, polite, gives punctuation—and one girl admitted that her boss used a good English style.

That *Gordon & Gotch* had the courage to conduct such a poll says much for the standard of their work, and for the quality of staff relations.

Group Study

THE Industrial Welfare Society is organising, in April, what is believed to be the first foreign study tour for foremen in British industry. With the co-operation of several German companies the group will be able to see at first hand the recovery Germany has made since the war. The itinerary includes a seven-day stay in Dusseldorf, from which trips will be made to well-known firms in Cologne, Duisberg, Essen, Oberhausen and Remscheid-Berghausen, Mainz and Stuttgart. In addition to works visits the party will have opportunities for discussion with managers and foremen, members of works committees and joint production committees.

How British Law Defines Mechanical Safety

In this country the legal duty of employers is very often to protect workers against themselves. Here, through a series of actual court cases, the writer illustrates the extent to which this responsibility in law can actually go. And for this reason he advocates that all supervisors be instructed upon the use and maintenance of guards and safety devices and in the basic requirements of the law itself.

IT is essential to be familiar with the assumptions that can and cannot be made, legally and by the factory occupier, under certain given conditions as they apply to mechanical equipment. As every executive who has had responsibility for their interpretation knows, the Factories Acts can be very fluid. Take the problem of transmission machinery, for instance.

Section 13 (1) of the Act, states that "every part of transmission machinery shall be securely fenced unless it is in such a position or of such construction as to be safe to every person employed or working on the premises as it would be if securely fenced." Transmission machinery is defined in Section 132 as "every shaft, wheel drum, pulley, system of fast and loose pulleys, coupling, clutch, driving belt or other device by which the motion of a prime mover is transmitted to, or received by, any machine or appliance." Stress is laid, it will be noted, on safety "for every person." Millwright, oiler and greaser, engineer, electrician, painter and so on, all are included in the term.

The case of *Atkinson v North Eastern Railway Co., Ltd.* (1926), emphasised the difficulty of rendering transmission machinery safe by position. An employee was injured by machinery while readjusting a belt on a pulley revolving with a shaft 13 feet from the ground. The defence contended that no fencing would have been effective with the shaft at that height, but the Divisional Court insisted that an offence was committed unless the shaft and pulley were in such position as to be equally safe as if they had been securely fenced.

Lord Hewart in the case of *Wesley Turner v Charles Venables and Co.* (1927) said that "the duty of employers is very often to protect workers against themselves. They are not to suppose that their workers will behave with special degree of prudence. They are securely to fence machinery." **That this attitude, differing from the American one which insists that workers must safeguard themselves, is coming to be suspect in Britain too, has not yet affected in the slightest degree the legal position.**

By HENRY ALLEN
Personnel Manager,
Yale & Towne Manufacturing Co.

Shafting can be fenced in several ways which are made clear in one of the Home Office Safety Pamphlets, *No. 1. Transmission Machinery; Fencing and Other Safety Precautions.* Loose cardboard or metal sleeving is useful for temporary as well as more permanent fencing. A further device is to sectionalise the machinery by means of clutches in the shaft drive, or by the adoption of individual motor driving where possible. The management must impose and enforce strict rules against any approach to transmission machinery in motion. And there must be relentless check to note whether any operative takes it upon himself to go near dangerous parts.

The power of legal decisions in clarifying an interpretation of the Factories Act is considerable. With Section 14 (1) there has been a miscellany of cumulative interpretation.

"Every dangerous part of any machinery, other than prime movers or transmission machinery shall be securely fenced unless it is in such a position or of such construction as to be safe to every person employed or working on the premises as it would be if securely fenced" reads the Act. One notes at once that there is a difference between machinery which is transmission machinery, and other machinery. The parts of this other machinery are not brought within the requirements unless they are dangerous and therefore one needs to know what constitutes danger.

The safety officer is wisest who assumes that an accident can occur with any machine in his works. It is impossible to lay down absolute criteria for determining whether a machine is dangerous. A machine is not safe because it has been in constant use for years without an accident. For instance, the slow moving hydraulic press can function indefinitely without accident and appear 100 per cent safe. Yet accidents occur with it and are usually serious.

What "Dangerous" Means

There are a number of High Court decisions on the meaning of dangerous machinery. That of *Hindle v Birtwistle* (1897) still influences the law. In the Lower Court it was held that the manufacturer was responsible for machinery which is in itself dangerous in the ordinary course of careful working. Mr. Justice Wills disagreed with this interpretation and said that "in considering whether machinery is dangerous, the contingency of carelessness on the part of the workman, and the frequency of carelessness on the part of the workman, and the frequency with which the contingency is likely to arise, are matters that must be taken into consideration."

A year later, in the case of *Blenkinsop v Ogden*, where it was argued that the fencing section cannot be applied where the injury was caused by the negligence of the injured person, Mr. Justice Grantham said: "It is to the interest of the State that machinery shall be safe for negligent as well as for careful people, and it is reasonable that the State should impose a penalty upon the person omitting to fence, even in circumstances under which the

person injured by the omission could not recover damages."

Yet a third case, *Davies v Thomas Owen and Co.* (1919), reaffirms the position. There Mr. Justice Salter illuminated the matter by saying "the obligation imposed by the Factory and Workshop Act, 1901, in relation to the fencing of dangerous machinery is absolute. It is an obligation not merely to fence, but to fence securely. The statute does not say that dangerous machinery shall be securely fenced if that is commercially practicable or mechanically possible. If a machine cannot be securely fenced while remaining commercially practicable, or mechanically useful, the statute in effect prohibits its use."

The case of *Shaxby v A. W. Smith and Co.* (1924) was defended on the grounds of employee disregard for instructions. A workman had his hand injured in attempting to remove a strip of metal from the die of a power press. It was stated that notices were affixed that tongs must be used for the purpose and that the man had been warned. The magistrate took the view that the machine was not dangerous if the tongs had been used, but the Divisional Court asserted that the finding proved that the machine was dangerous, and since it was not securely fenced, the negligence of the operative was immaterial. This clarified the legal assumption that the use of hand tools is not in itself a permissible substitution for fencing.

Means Of Access

In the matter of employee carelessness no topic comes more insistently to the fore than that of safe means of access. Countless are the legal cases that have gone through the courts on this issue. Section 26 (1) of the Factories Act, 1947, provides that there shall be provided and maintained, so far as is reasonably practicable, safe means of access to every place at which any person has at any time to work. The law was clarified by the case of *Callaghan v Kidd and Son Ltd.*, in 1944, when a workman was injured by falling over bars left on the floor, and contacting a revolving grindstone. A girl operator, who normally proceeded to grind the bars at the stone had not done so, but had left them on the floor in front of the machine. The Court held that the male workman was entitled to recover damages in respect of his injuries because safe means of access had not been maintained. Several common law cases have since been heard, some covering injuries to girls by machines because they had failed to wear a protective cap provided. But the case goes against the employer, in spite of apparent employee negligence, where the machinery is so inadequately guarded as to make the accident possible at all.

Take the case of *Lotinga v North Eastern Marine Engineering Co., Ltd.*, for instance, decided under Section 24 (7) of the 1937 Act which provided that "if any person is employed or working on or near the wheel track of an overhead travelling crane in any place where he would be liable to be struck by the crane, effective measures shall be taken by warning the driver of the crane or otherwise to ensure that the crane does not approach within 20 feet of the place." Three men were working on the crane gantry fixing a switch on a steel column; while engaged in the work one of them was struck by the overhead crane and killed.

The case was dismissed in the Lower Court on the grounds that the men knew they were in a position of danger if the crane approached, and there were notices posted that persons working in the vicinity must warn the crane driver. The Higher Court reversed the decision on appeal, **asserting that the Factories Act is largely designed to save workmen from themselves, and that the defendant firm had sought to put responsibility on the employee, whereas nothing altered the basic legal fact that the duty under the Act is put by the Act upon the employer, and not the workman.** The Court, it was stated, has "always been slow to listen to any argument which in effect waters down provisions which place an absolute duty upon the employer and transfers that duty to the workman." And so it still is.

The sole responsibility for compliance with the Acts is placed upon the occupier of the factory. But there is just one modification that must be mentioned. Under Section 137 he may bring any other person to court, and if he can prove that (1) he has used due diligence to enforce the execution of the Act and (2) that the said other person had committed the offence in question without his knowledge, connivance or consent, that other person may be convicted of the offence. Also, by Section 139 the hirer or owner of any machine is made liable in certain circumstances if he is some other person than the occupier. The occupier should, therefore, take steps to ensure that everyone is working within the law. All should be instructed upon the use and maintenance of guards and safety devices, and be prohibited from approaching shafting or transmission machinery when in motion. It behoves the factory manager to acquaint all his supervisors with the legal requirements for the high frequency of accidents that still occur is to some extent explained by the fact that the relationship between safety and the law is not yet adequately understood.

Five Legal Safety Points

1. ***That workers ought to safeguard themselves does not affect the legal responsibility of the employer.***
2. ***Safety officers should assume that an accident could occur with any machine in the works.***
3. ***It is a legal obligation not merely to fence dangerous machines but to fence them securely.***
4. ***Sole responsibility for compliance with the Factories Acts is placed upon the occupier of the factory.***
5. ***The law attaches great importance to safe means of access to every place at which any person has at any time to work.***

In The Final Analysis . . .

AS a footnote to the above article is the case of the recent decision of the House of Lords concerning *Summers & Sons Ltd. v Frost*, which was mentioned on page 33 of the July, 1955, issue of this journal.

The inference from this decision is that a machine must, if necessary, be securely fenced to comply with the Factories Act, 1937, *even if it becomes unworkable and therefore useless as a result*.

The machine in question was a high-speed grindstone capable of revolving at about 1,450 r.p.m. Its upper part was guarded, and there was an adaptable tool rest at the base. The plaintiff was an experienced maintenance fitter. But part of the grindstone was unprotected and the House of Lords found the company to have been guilty of a breach of duty under the Factories Act, even though their Lordships fully appreciated that complete protection was likely to have rendered the machine unusable.

The law may sometimes be an ass. But in its asininity it often constitutes a challenge to the inventiveness of the engineer.

ACCIDENT TOTAL UP IN 1954

THE Factory Department is watching the development of automation with considerable interest says Sir George Barnett, H.M. Chief Inspector of Factories, in his Annual Report for 1954.* The Factory Department, he says, could see that eventually automation would influence the cleanliness of the factory and increase its safety and comfort, because the machine or process would be remote from its human supervisor. Automatic handling, too, was bound to increase, which would, in turn, eliminate many accidents due to man-handling of goods and materials. There was also a strong possibility of an increase of shift working, because automation would otherwise be uneconomic.

Sir George points out that we are only at the beginning of this new development, which is being hailed by visionaries as the second industrial revolution. Whether this was true only time would tell, but he was satisfied that what was called the "push-button" factory would take a long time to develop.

The factory population was greater than that recorded for 1953, which was the highest then recorded in times of peace, and the increase in accidents from 181,637 in 1953 to 185,167 in 1954 reflected this increase in the number of persons at risk. In factories only, omitting other places covered by the Factories Acts, the rate per 1,000 workers showed a slight decrease. There was a small decrease in the rate for men, but there was no decrease in the rates for women and young persons.

The Chief Inspector asks that a real attempt should be made to bring the accident rate for women below the level of 10 per 1,000, about which it has fluctuated since 1951.

He calls his chapter on accidents to young persons "a record of failures—many of them lamentable and not a few tragic—to prevent accidents to young persons", but points out that much work is being done in this field by enlightened and conscientious firms as part of their accident prevention organisation and training schemes. But for this work, the record of accidents to young persons would be much grimmer.

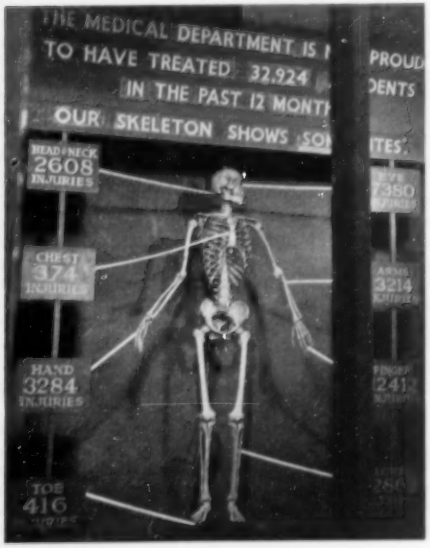
*Cmd. 9605 obtainable from H.M. Stationery Office or through any bookseller, price 8s. 2d. net post free.

I.L.O. Aids

MEASURES to reduce accidents at work and protect workers' health throughout the world have been recommended by the International Labour Organisation's Panel of Experts on Occupational Safety and Health.

The recommendations include the establishment of regional institutes on occupational safety and health to co-ordinate I.L.O. technical assistance in this field; the preparation by the I.L.O. of an international encyclopaedia on occupational safety and health; and the adoption of international instruments to prohibit the sale, hire and use of machines not equipped with safety devices.

THE BARE BONES OF THE MATTER



There can have been few such striking reminders of the high cost of careless working than the macabre abacus on the left. This formed part of the safety propaganda displayed during the recent exhibition staged by the **Steel Company of Wales Ltd.** at their Port Talbot works and featured in last month's issue of this journal. The theme was "Look Out For Safety!". This exhibit suggests most pertinently what may happen if you don't.

America's "Billion Dollar Hangover"

ALTHOUGH the industrial accident mortality has been cut in half during the last 25 years by strenuous safety efforts, about 15,000 U.S.A. workers died in industrial accidents in 1954 and two million suffered disabling injuries at a total cost amounting to more than $3 billion.

Dr. Morris S. Schulzinger, a specialist in the treatment of accidental injuries, notes that between 80 per cent. and 90 per cent. of accidents are attributable to "human factors" or psychological causes. From his study of 38,000 accident cases, he reported: "Accidents appear to be a widespread endemic affliction, and part of a disease syndrome—the accident syndrome. Most accidents were observed to conform to a pattern . . . and are thus frequently predictable."

Alcoholism has been termed a "Billion Dollar Hangover" for industry. An estimated one out of every 50 workers is a problem drinker and 89 per cent. of these are in the 35-55 age range, by which time industry has a heavy investment in them. To lose men of such experience, and often of considerable responsibility, is costly enough, but more costly is the loss that occurs before the alcoholic is recognised and referred for treatment. Judgmental errors, increasing inefficiency, and difficulties with co-workers are seldom translatable into statistics. **(Personnel.)**

Personal Contact Helps

THE Safety Officer attributes the low accident rate principally to his policy of personal contact. "I like to get around the works as much as I can", he says, "and I like people to pull me up and point out potential sources of accidents."

J. R. Chapman attaches great importance to the induction lectures which he gives to new employees, in which he stresses the dangers inherent in their particular work. General safety precautions include wearing close-fitting clothing with rolled-up sleeves, discarding rings and similar ornaments, tucking in loose ties, and in the case of female staff, keeping the hair in a turban or headscarf. **(Harvester Round.)**

Financial Toll

ACCIDENTS to rubber workers cost the industry £750,000 last year, Mr. F. I. Tuckwell, Dunlop's chief personnel officer, told the National Safety Conference for the Rubber Manufacturing Industry. There were, he said, 1,442 accidents entailing the loss of one day or more at a cost of about £500,000; minor accidents on an average of just over three per rubber worker cost, at 18s. each, approximately £250,000, a total estimated cost of £750,000 last year, equal to about £10 per rubber worker, or about £3,000 per working day.

A Group Health Service For Small Firms

The Story Of A Successful Canadian Experiment With A Moral For Industry Everywhere

By WILFRED ALTMAN

THE first of two industrial health surveys is shortly to be conducted at Halifax, under the auspices of the Ministry of Labour. Its aim is to find out exactly what the needs are for industrial health services and how they can best be organised.

The answer to both problems might well lie in an experiment carried out on a community-wide basis in Kitchener, Canada, some 18 months ago. There, the Federal and provincial authorities, working together with private industry, proved that less absenteeism, higher morale and better use of workpeople were possible through an industrial health programme.

The idea originated from a local doctor who suggested that a health service should be set up on a trial basis in a dozen or so small factories, under the auspices of the local health department. Larger factories, like their counterparts in Britain, had, of course, accepted the need for a medical service, but some action was necessary in the case of smaller plants.

The doctor therefore, applied for a Federal grant to institute the service. The Ontario Government, already considering a similar plan, decided to use Kitchener as a demonstration area and to provide a grant of £21,000 towards the project. Kitchener was chosen because of the local doctor's keen interest, the large number of factories (52) and the wide diversification of industry.

An industrial physician and a nurse were engaged to cover seven factories in the scheme. In return, management was asked to supply accommodation, medicines and equipment at a cost of approximately £350. It was hoped that, at the end of two years' trial, managements would be so convinced of the value of this scheme that they would keep medical help in their factories at their own expense.

Similar to the practice employed by most larger factories in this country, the doctor medically examined employees, supervised the nurse and advised the personnel manager when an employee's physical health would make him better suited to a different job. In the case of illness, the doctor referred the employee to his family physician who also carried out pre-employment check-ups. The industrial doctor's other primary task was to ensure that the factory environment was suitable for high standards of safety and low accident potential.

"We are interested in preventive medicine", the director of the service pointed out. "We want to show that proper heat, light, ventilation and sanitation (already covered in England, of course, under successive Factory Acts) can more than compensate for the original cost of a medical plan by preventing absenteeism caused by accidents and lowered morale."

One prominent local firm which co-operated in the experiment and is still collating statistics, claimed that it thought absenteeism had been reduced, that employees had appreciated the plan and that morale had consequently improved. Another felt that since its introduction sanitation and cleanliness were on a higher level. "At first", a spokesman for the firm remarked, "our employees would not use the service. They were probably not used to management providing free benefits. Now they visit the medical centre more often." Thus the firm in question was convinced of the value of medical help and planned to continue it when the experiment ended. As the experiment progressed firms which were not participating began to show increasing interest.

Suggestions to managements, whose staffs on average numbered about 150, included additional guards for machinery, salt tablet dispensers and hints regarding better use for disabled employees.

Many managements who wanted to co-operate claimed that one snag was the cost, not of the service, but of suggestions put forward by the doctor or the nurses. One attitude was "We've never had an accident so far, so why should we go to the expense?" Sometimes simple improvements, such as guards for machines where these did not already exist, were not installed because a machine had not yet been proved dangerous. But the experiment shows that this was simply because older workers were in the majority and were certainly less accident-prone.

With some unemployment prevalent locally at the time, the doctor stressed that if the same wages were to be paid, production per man hour must be kept up to standard or increased. "If the employee is to produce more, it is essential that industrial medicine be used to keep him in good health."

Please Copy

In this country where it is not unemployment, but lack of workers which worries many firms and local labour exchanges, and where higher productivity is even more important than in Canada, the need for an effective health service is especially strong.

Medium-sized and large factories frequently have the services of a resident nurse and a visiting doctor, and sometimes an arrangement exists with the local hospital. Small firms, however, are clearly unable in most cases to afford these facilities. This was hinted by Sir George Barnett, the Chief Inspector of Factories, during a local discussion on the Halifax survey. "The Industrial Health Advisory Committee had recognised", he said, "that if the needs of the workers in the smaller factories—which formed the overwhelming majority—were to be catered for adequately, much of the necessary action would have to be taken on a local basis, and would depend on local initiative and enthusiasm for its success."

As a group scheme in which a number of firms can participate is, in fact, envisaged, the Kitchener experiment might prove a strong stimulant to its speedy and widespread adoption in Britain.

People At Work

HOW THE WORLD LOOKS AFTER ITS OLD

Pension Ages Vary

ABOUT fifty nations now have general old-age pension schemes covering all or much of their employed population, an ILO study reveals.

The fifty nations include all European countries, most American countries, and a number in Asia and Africa. Public schemes for special occupations as well as numerous private pension schemes are also found in a number of countries.

While a majority of countries have the same pensionable age for all persons irrespective of sex, a sizeable minority (twenty countries) provide a lower pensionable age for women than for men.

The minimum pensionable age for normal pension under general pension schemes varies from 70 years in Canada, Ireland and Norway to 50 in Uruguay. In Iceland and Sweden it is 67.

In twelve countries, including the United States, Switzerland, Spain, Portugal, the Netherlands, Mexico, the German Federal Republic, Finland and Egypt, it is 65.

Ten countries, including the United Kingdom, South Africa, Australia, Poland, Austria, Belgium, Denmark and Israel, have 65 for men and 60 for women.

France, New Zealand, Brazil, Czechoslovakia, Philippines, and Turkey are among eleven countries which have fixed the minimum age for both men and women at 60.

Italy, Japan, Panama and the Soviet Union, as well as Albania, Bulgaria, Hungary and Rumania, have fixed 60 for men and 55 for women.

The minimum age in Ecuador is 55 while Argentina and Yugoslavia set the pensionable age at 55 for men and 50 for women.

Nearly two-thirds of the countries have one of these two limits for all persons, while over four-fifths of them apply them for male workers.

As regards the geographic distribution, three of the five countries with the highest pensionable ages are Scandinavian, and the other two are also Northern countries. In contrast, three of the four countries with the lowest pensionable ages are in South America.

Some of the other points made in the article are:

Some countries fix a lower pensionable age for particular categories of employees than for workers in general.

One occupation often assigned a preferential pensionable age of at least five years is mining.

Railway employment is another occupation that often enjoys a lower pensionable age, usually under a special scheme.

Finally, a substantial number of countries maintain special pension schemes for civil servants. **(ILO News.)**

Pictures Put Them In The Picture

THERE are so many questions that need to be answered before an employee can become an effective and useful member of a working team. In order to hasten this process *The Carborundum Company Ltd.* have made a film which is shown to all employees, whether they are apprentices or accountants, on their first day with the firm. It sets out to answer questions about the hours and conditions of the firm, factory safety, the company's products and history, transport facilities, welfare, etc.

Cartoons with a purpose

Made by the company's own film unit, it is in colour and runs for 40 minutes. It poses the questions in cartoon style and answers them seriously and explicitly. The commentary in the film is given by the training and education officer, Mr. R. Gregory. He is shown at the end of the film saying: "If there are any questions you would like to put which have not been answered in this film, please ask them now. Will someone put the light on ?" The light goes on, the film ends and Mr. Gregory stands to answer the questions.

One of a series of experimental films, the technical standard is that of a professional unit and the firm is to be congratulated not only on the quality of the film but on the intention behind it.

Another excellent production of this unit is a short feature on "How to Write a Letter." It is addressed to those who dictate and those who type correspondence. It shows how to use dictating equipment to best advantage, how to display letters well and how not to fray each other's nerves. Planned at a time when the standard of correspondence was considered low, considerable improvement in letters and relations has been reported since its introduction.

TV, Bed and Work

AT one time a man did a hard day's work, came home to a meal and went to bed early. He had to because more often than not he was too tired to keep awake. Even if the radio and television had been available for his evening entertainment, it is more than likely he would have been too tired to be interested, so tired that all he needed was the complete idleness which he found in sleep. It is all very different now for the day's work is seldom strenuous enough to make a man physically incapable of keeping awake after 9 p.m.

It would be interesting to make a scientific study of the effects of late nights on working capacity. But even if it was proved that workpeople do suffer from lack of sleep nothing could be done to make them go to bed earlier. So many will not budge until the television closes down for the night. **(Mass Production.)**

Remploy Output Trebles

GREAT improvements in the productivity of disabled workers employed by *Remploy Ltd.*, the Government subsidised organisation which provides factory work for the handicapped, were announced by Sir Brunel Cohen, the chairman, at the annual meeting in November.

Sir Brunel said that training, job analysis and greater mechanisation had enabled *Remploy* workers to increase their output from £130 per person per year seven years ago, to £450 per person in 1955. During the same period, sales rose from £165,000 per year to £2,850,000 in 1954-55.

Skull Tappers' Utopia

THE psychiatrist in modern American society (variously known as "the doctor", "head shrinker", "skull tapper", "Swami", or "my man") occupies the same dominant position, as an object of alternate reverence and satire, as members of the monastic religious orders sometimes held in medieval Europe.

There is reason enough for their concern with psychiatry, and their hopes for it. People are cracking up at a rate which promises that, out of every twelve American children born each year, one will end up a serious mental case before he dies. Of the millions suffering from mental ailments, 1.5 million are psychotics, persons afflicted with mental disorders that warrant long, if not indefinite, care in an institution. There is a minimum of 7 million neurotics, people so unhappy,

so frustrated in their desires that they present an intolerable burden to themselves and to society. Each year, 250,000 new patients enter mental institutions, and about 100,000 more are readmitted.

The toll: Some 25 per cent. of the nation's labour force have been estimated to be emotionally disturbed. These workers cost industry $3 billion each year in unproductive wages and in damage to themselves and their machines. (**Newsweek.**)

Office Volunteers

TO help to maintain peak hour bus schedules, in spite of a shortage of nearly 1,800 transport staff, the Midland Red Bus Company are using 100 volunteers from their office staff, including the chief wages clerk, as part-time drivers and conductors.

Some do a turn of duty on the buses before coming to the office in the morning, and some do evening and Saturday duty. Three-quarters of the company's 70 part-time drivers and half of the 120 part-time conductors are members of their own office staff.

The shortage has arisen from competition for labour in an area "enjoying overfull employment." The recruiting is going on where possible from other parts of Britain and opening staff hostels—which were run at a loss—to house the labour recruited. To meet peak demand on Black Country services, coachloads of drivers and conductors were being taken from Ludlow, Hereford, and elsewhere for a few hours' work a day. Many vehicles and drivers were being hired from private operators. (**The Times.**)

The Way Ahead

SPECIAL emphasis is laid on promotion opportunities in a new staff handbook published by *T. Wall & Sons, Ltd.*, ice-cream and meat-products manufacturers of London, Manchester and Edinburgh. The handbook is entitled "Working the Wall's Way".

Mr. Cecil W. Rodd, the chairman, writes in an introductory message:

"Our policy is to fill senior vacancies as far as possible from the junior ranks. That is one reason why we constantly seek to increase output. Higher production means more responsible jobs available in our organisation, greater prosperity for the country, for the company, and for you."

Cheap Advice

THE Industrial Welfare Society has reprinted in pamphlet form the article by their director, Mr. John Marsh, on "Advice To A School Leaver On Starting a Job" which first appeared in the September/October 1955 issue of the Society's journal. The price is 2d. a copy with a discount of 10 per cent. on 6 or more copies and of 20 per cent. on 50 or more copies.

"Automation—No Worker Aristocracy" says T.U.C.

MR. JAMES CRAWFORD, chairman of the T.U.C. Production and Scientific Advisory Committee, spoke unofficially recently of the attitude unions should adopt to nuclear power and automation. He believed that workers in the automated industries must not expect all the benefits of automation to themselves, creating a small and highly paid aristocracy of operatives within industry.

"Short term and long-term effects of automation", said Mr. Crawford, "have to be distinguished." The trade union movement, he said, could readily agree that the long-term effects on society would be an ultimate benefit, but the short-term effects might be unemployment and distress for many thousands of workers as old crafts were replaced by new.

If automation developed gradually, as many experts forecast, industry and the trade union movement should have time to adapt themselves. In this event redundancy within an industry could be met in the unions' traditional way: the closing of the industry to new entrants until natural wastage had eliminated the surplus. If changes came more rapidly the traditional negotiating machinery might become inadequate and action would then be required from the government of the day.

It was not only important that the financial benefits of automation should be divided fairly between capital and labour, he said, but also essential that labour's shares of the benefits should be distributed evenly over the whole working population. "The Russian practice of giving the automated worker more money than the non-automated man, on the grounds that he is producing more, would arouse deep antagonism if attempted in this country. The workers must be paid enough to enable them to afford to consume the extra goods produced by automation, otherwise the outcome will be economic catastrophe," he said.

News Briefs . . .

ROBERT BOSCH G.m.b.H. of Stuttgart recently paid one of their workers 10,500 DM (equivalent to about £1,000) as part of a suggestion scheme. This is the highest suggestion bonus so far paid out in Western Germany.

What was the suggestion? It was that the walls of a particular product should be reduced in thickness from 2½ to 2 mm.

* * *

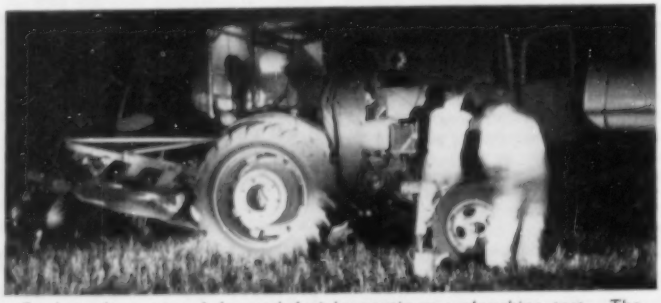
Discussing his recent tour of Russia, Mr. W. F. Cartwright, assistant general manager of the *Steel Company of Wales*, referred to the atmosphere of urgency for getting on with the job in Soviet industry. While there were manpower and materials to keep factory machinery shining up to spit and polish standards, he noticed that there was no time or eagerness to give similar attention to canteens where most workers take their main meals.

A NEW non-contributory pension scheme for their works employees has been announced by the directors of the *Montague Burton Ltd.* and *Jackson the Tailor Ltd.* group of companies. The scheme is complementary to a contributory staff superannuation fund which has been already in operation for many years.

* * *

SEVENTY-THREE year old Samuel Hinton, of West Bromwich, spent all his working life, from the age of 13 to 65, with the firm of *Geo. Salter & Co., Ltd.*, and then asked to be allowed to go on working. His extra spell lasted eight years, and he retired the other day after completing just over 60 years at the *Salter* works, the last 40 of them having been spent as a chargehand. At the farewell ceremony, Mr. Hinton was presented with a cheque by Mr. C. S. Bache, chairman of the *Salter* company.

RESEARCH UNDER THE NIGHT SKY



Ford workers on a 6-day and 6-night continuous ploughing test. The Tractor Division was working on an apparent discrepancy between the experience of working farmers and official test figures. It was proved that more productivity than that usually obtained by farmers was possible when the implement, gear and governor setting were matched to the task.

A Catering Policy That Spells Good Human Relations

By SHIRLEY MEREDEEN

IVY round the windows, colourful décor, a good view of the river—it sounds like an estate agent's description of a "desirable residence". Yet it really applies to the canteen of the *Provincial Insurance Co. Ltd.* in Kendal, Westmorland.

Recent expansion in the business of this firm, the only insurance company with head offices in a town the size of Kendal, has necessitated an extensive development plan. A building programme is now under way to house increased staff but until the programme is completed, possibly by 1965, a new canteen has been designed to cater for the 200 lunches now being served each day. Until 18 months ago shortage of space prohibited a proper lunch service. A small kitchen with inadequate facilities provided meals for about 60 boys and girls in separate rooms—purely for reasons of space. In addition a tray service provided meals for a few others.

Now, in a converted brewery, the canteen provides a place of relaxation for all who use it. Avenue House Luncheon Club, as it is called, is situated at three or four minutes' walk from the main office block. Experience has shown this to be an advantage rather than a disadvantage to custom even in winter and wet weather. For the short walk between the buildings enables people to feel by the change in environment, that they are really getting away from work for a short while.

The colour scheme is of pastel blue, yellow and green with touches of deep red in the curtains. Formica-covered tables and modern designed chairs, too, blend well into the pleasant scheme. In addition flowers and foliage, provided when possible by the staff, soften the atmosphere even more. But the nicest touch of all is in the ivy pinned around the window frames and the serving counter. Replaced each week the effect is artistic without being pretentious. And, as if all the care which has gone into the planning of Avenue House isn't sufficient, the River Kent flows past the window and is overlooked by Kendal Castle.

Avenue House certainly has natural advantages. But its organisation is a piece of mechanism which started from no such easy beginnings. It is not intricate nor super-efficient in appearance but it runs along happy lines. Four men and four women are elected annually by all members of the firm to sit on the canteen committee which meets once a quarter to consider policy, complaints and suggestions. In rotation, one of these members each week visits Mrs. M. Goddard, the personnel officer, who also takes the responsibility for the luncheon club. At this meeting the member puts forward his or her suggestions for the forthcoming week's menus. Provided they do not tax the resources of the oven, require too many sauces or over-expensive food, they are accepted. The list of menus is circulated amongst the staff the week prior to implementation when employees make their choice of main course, vegetable and sweet and indicate it on the list. This is pinned to the notice board in the canteen so that people pass it as they approach the counter and are reminded of their choice. This pre-ordered system avoids waste by advance knowledge of the quantities required and by speeding up service. If a person wants to cancel a meal already ordered they have to provide a valid reason or pay for the meal to cover the costs of preparation. Meals are paid for on Fridays, another time-saving factor.

Here is the story of how one firm uses its canteen as a focal point of staff welfare. The Luncheon Club, as it is called, is not merely a place where employees can get a mid-day meal but a centre where people can relax in comfort amid gay colours and pleasant furnishings. Of particular interest are the various little human touches that also improve the actual running of the Club.

Executive staff follow the entire process, apart from the fact that they have a separate dining room adjacent to the main room. Tea and coffee are always available away from the main service counter. People help themselves and say how many cups they have had when they pay their weekly bills. "You trust them?" I asked Mrs. Goddard, when she showed me around. "Of course," she said, astonished that I should doubt the fact. Few firms, I thought, would credit their employees with that degree of honesty. But I realised that this was part of the whole attitude of trust between management and staff.

When an employee comes for his interview he is given a little booklet describing the club, its facilities and specimen menus. Girls who come straight from school are encouraged to show the booklet to their parents who, it is hoped, will persuade the youngsters to take advantage of the service. In addition to this a free meal is given to each new employee

Good food, reasonably priced, adds to the pleasant atmosphere both inside and outside the canteen.

"Ma" Dobson (*right*) takes a keen interest in the diets of all her customers.

on his first day with the firm. And, as part of the recruitment plan, school parties visit the offices and the club.

To overcome the problem, common to all catererers, of crockery breakages, *Provincial Insurance* have taken an unusual step. They ignored the rival claims of the many types of non-breakable plastic crockery and provided a more expensive type of china, possibly not as strong as the thick white crockery but chosen for its colour. The pale green pottery experiment has proved an inspired choice although it was introduced with some misgivings ; there are less breakages simply because everyone prefers it and takes more care with it. Crockery with the slightest crack or chip is immediately withdrawn from use, but even then, replacements are very low. Assistants are not provided in the luncheon club to clear the tables. It is done by the diners themselves and it is quite an experience to watch them leave their tables and stack the plates carefully on the trolleys provided. Cutlery, too, is of a high standard.

Charges are 1s. for the main course and 6d. for the sweet. This obviously means that the meal is considerably subsidised and as a token gesture, the "Fourpenny Club" has been instituted. This is not intended to cover the expenses of upkeep and equipment, staff, etc. but it is 4d. paid each week by every luncheon club member as a symbol of recognition of what the firm is doing for them and as evidence of their "sharing" in the well-being of the organisation.

Soup is not served for, as Mrs. Goddard says, so many youngsters would try to save by having just the soup and sweet. "We want them to have a balanced meal of good nutritional value," said Mrs. Goddard. Mrs. Dobson, who is in charge of the kitchen and her staff of two, takes a keen interest in her customers' diets. When they do not take much of the potatoes or vegetables with which they can help themselves, she jumps up with a "That's no lunch for you" remark.

Many industrial firms provide canteen facilities for their employees simply because there is not enough time in the lunch hour for employees to return home or because they are away from a town centre providing alternative restaurants. Kendal, however, which supplies the majority of *Provincial's* staff, is small enough for most of its workers to go home during the lunch break. The luncheon club therefore has to keep on its toes to compete with rival caterers.

Often a girl will plump for a plate of chips in the town and put the money saved towards some undies, for instance. "One can sympathise with this natural tendency in a girl", says Mrs. Goddard, "but it is wrong at the expense of their health. That is why we ask parents to co-operate. If they know the child can get a good meal midday they can readjust their own cooking habits at home and allow the youngsters the money saved towards these extras."

On the other hand, Kendal cannot supply all the staff *Provincial* needs and so people are recruited from the surrounding countryside. The substantial midday meal is provided for them too, to last them the journey home. Even married women take advantage of the cheap meal for, with quick service and the 1½ hour lunch break, there is still adequate time for shopping.

Additional income is earned for the club by its loan to local organisations for social functions. The various clubs within *Provincial* also use it, particularly the table tennis section, who regularly clear the tables away when lunch is finished and replace them with table tennis tops.

The luncheon club is not provided merely as part of a campaign to staff recruitment but as part of the whole welfare programme of *Provincial Insurance Co. Ltd.* There are, at present, 400 staff at Kendal which, though not large by modern industrial standards, is quite large enough to become impersonal. Yet, somehow, the family relationship is maintained and staff relations are, not surprisingly, very high.

CANTEEN ADVICE BUREAU

There can be no doubt that our bill for tea, sugar and milk seems to be very high for the amount of money which we recover from the sale of tea in our canteen. We should be glad to know the ratio of these commodities to use so that undue extravagance is avoided. (R. T. C., Manchester).

EXTRAVAGANCE is not always due to making too free use of the basic ingredients, for in many canteens faulty estimation of the quantity of tea needed leads to too much waste. This is more likely to occur where there are several tea service points and where periodical note is not taken of the daily amount which has to be dispensed with. The only way to cut the production cost effectively is to exercise control over the amount of materials used and to know how much money should be recovered from the use of the materials.

Use 1½ oz. of tea to a gallon of boiling water with a five-minute infusion—that is briefly the secret of success. First, ensure that you buy a tea of reasonably good quality and that you weigh it out into packets of convenient size for each brew. Cellophane envelopes are sometimes used for this purpose, and can be used again and again. This system rules out guesswork on the part of the tea-maker and ensures a standard of quality for the canteen cup of tea. Further aids in getting the best results from the tea used are:—

(*a*) heat the pot or urn before making the tea, and

(*b*) have the minimum length of pour of the water on to the tea leaves to make sure of good infusion, and

(*c*) allow the tea to brew for five minutes after which time the infusers with the tea leaves are withdrawn and the remaining tea stirred and poured off.

If it is at all possible, then allow the customers to add their own sugar, but do make sure than the spoon used for this purpose is not too large. Alternatively you might install a sugar dispenser which can be made to dispense varying amounts up to one-third of an ounce—the average canteen teaspoon holds about one-fifth of an ounce when slightly heaped. Different types of tea service require differing methods of operation and sometimes it is necessary to sweeten the tea while in the urn or multi-pot. The best way of doing this is to make a syrup by using some of the hot tea and pour this into the urn after removing the infuser. Adding the sugar to the dry leaves is very wasteful of flavour.

Milk should be measured out so that 20 to 24 cups can be pre-milked from one pint. Pre-milking is the best system, but where this is not practicable the milk should be added to the tea at the very last moment before serving.

Save time . . . send up output

Management and staff alike benefit at once by the introduction of Coca-Cola self-service coolers, close by the factory bench or office desk. This means employees can get instant refreshment ice-cold and a welcome lift—without time wasted at all—and so increase productivity all round.

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Coca-Cola self-service coolers are installed entirely free of charge. They are coin-operated, and every bottle sold brings in profit for your firm or Welfare Fund.

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Long Coats	£2 1 0
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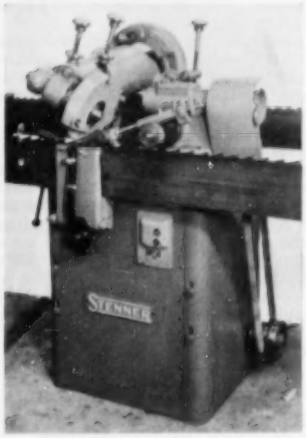
EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Efficiency Aids

FOR SHARP SAWS

PANELS on the front and sides protect the mechanism of this machine designed to ensure rapid and efficient sharpening of wide band saws. It will handle saws from 3 in. to 10 in. wide with tooth pitch varying from $\frac{7}{8}$ in. to $3\frac{1}{4}$ in. and of any reasonable length.

It is substantially and accurately built to give long service. The dust extraction system has had special attention to ensure efficient collection of abrasive particles, thus reducing wear on the moving parts to the minimum.



The tooth shape is controlled by a cam, ensuring that a constant tooth outline is maintained. The cams are readily changed and alternative cams are available for different tooth shapes. **(PM/1047.)**

SPEEDY HAMMER

THIS new cartridge hammer is a power actuated tool which will make steel fixings into brick, concrete or steel and some types of stone in a matter of seconds, without pre-drilling, plugging or tapping. The hammer is independent of any outside power agent, is fitted with a silencer and automatic cartridge ejection. It is of simple design, economical in use, strong and fitted with safety devices which make it impossible for the hammer to be fired prematurely or accidentally. Operators can be trained to use the hammer in less than an hour. **(PM/1048.)**

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions — preferably accompanied by an illustration suitable for reproduction — of new products.

BETTER GARAGING

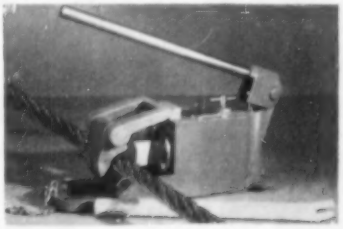
SPACE saving, easy and silent operation, durability, quick installation and a high degree of resistance to corrosion, economy in cost are given as the most noteworthy features of a new roll-up door for garages.

The salient feature of the door is that the curtain is made from a single sheet of high tensile aluminium suitably corrugated. This curtain, strengthened by a strong aluminium bottom bar, runs in aluminium extruded guides and is controlled by counter-balancing springs of the best quality. It opens upward smoothly and easily and is self-coiling. Slide bolts and hasps, either interior or exterior fitting, are provided for locking the door when in the closed position. The installation is very simply carried out with the eight fixing bolts provided.

The standard size of door produced is suitable for an opening 7 ft. wide and 6 ft. 8 in. high but it can also be produced in non-standard sizes. **(PM/1049.)**

QUICKER CUTTING

THE Hydrashear Wire Rope Cutter operates as a self-contained hydraulic pressure unit. By a simple operation of lifting the latch, laying in the rope and



closing the latch, the rope is cut. It is economical by needing no power, light enough for one man to carry and operate, quick and efficient. It is specially suitable for recapping and splicing and can be operated horizontally or vertically in shop, factory, field, colliery, shipyard, on board ship, etc. It does not require to be bolted down and can be easily carried to the job. **(PM/1050.)**

Handling

TURNTABLE CRANE

THIS crane is designed for loads of five cwt. at the end of the jib. There is an alternative hook attachment point on the jib, closer to the fulcrum point for use when loads up to ten cwt. need to be lifted. The jib arm is of fabricated and welded steel construction

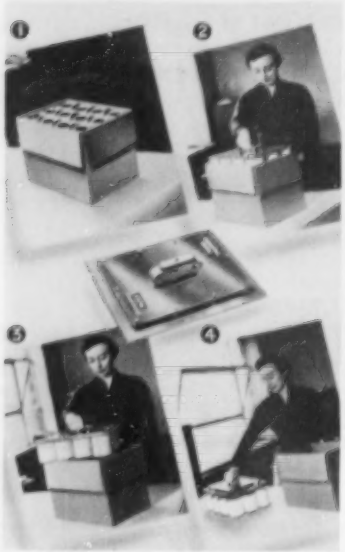
and is fitted with a detachable load hook of regulation ten cwt. size. The hydraulic ram is actuated by a special pump which is driven by a 24 volt electric motor.

The battery, which drives the pump unit, is neatly housed in a sheet metal container placed at the rear of the crane and serves as a counterweight. Two operating levers are provided for lowering and raising and the pump cuts out automatically at top position. The chassis is robust and two ball-bearing fixed wheels and two swivel castor wheels 8 in. diameter, fitted with solid rubber tyres, are fitted to provide easy running of the crane and load on the shop floor.

The ball-bearing turntable is fitted between the crane body and chassis which permits easy slewing of the load through 360°, an advantage when operating the crane in narrow gangways. **(PM/1051.)**

MAGNETIC LIFTING

CONTAINER handling is considerably speeded up with the aid of this simple device. "Permalift" enables the operator to remove and release, by the compression of a handle, a complete layer of containers from their surrounding cartons.



Basically the patented unit consists of two spring loaded plates, normally held together, one having permanent magnets suitably located to register with the containers to be lifted and the other, clearance holes through which the magnets protrude. The equipment is independent of an electric supply, positive, and extremely light in weight. It is available in many sizes and lifting capacities to suit individual needs. **(PM/1052.)**

SHOVELLING MADE EASY

THE new Loadmaster Hydraulic Shovel has been designed to do every type of shovelling and light excavating job, for which a wide variety of quickly interchangeable scoops of up to 2 cu. yds. is available.

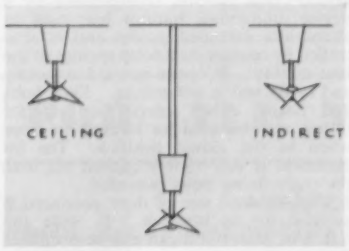
Particular attention has been paid to the operator's ease and comfort to reduce fatigue. A recent addition to the range of optional extras has been power assisted steering the use of which reduces fatigue even further. The machine is highly manoeuvrable having a turning circle of only 8 ft. 9 ins. The hydraulic controls for the scoop are finger light and conveniently placed.

The whole machine is of exceedingly robust construction and incorporates many novel and ingenious features. The range of optional extras includes a full weatherproof cab with doors, a bulldozer blade and a crane hook. In addition there is the Loadmaster "600" which is a front wheel drive model with a reduced turning circle of particular advantage in confined spaces such as factory yards, etc. **(PM/1053.)**

Heating & Lighting

VERSATILE FITTINGS

THE Multilux is a 5 ft. 80-watt fluorescent lighting fitting designed for maximum lighting control and convenience. It can be fixed in almost any desired position to suit the most exacting requirements of factories, offices and showrooms. In addition, it gives better illumination for ceiling and surround than is usual with this type of fitting.



The adjustable features permit control of light distribution in two ways: (1) The rods which support the lamp/reflector assembly can be rotated in relation to the control box to alter the mounting angle and are then locked in one of several pre-determined positions. (2) The reflectors can also be adjusted and locked in pre-determined positions, with cut-off values of 20° and 35°. Both rods and reflectors can be adjusted to other special positions if desired. The Multilux can be fixed direct to ceiling or wall or used as a pendant fitting, or for bench lighting.

Constructed of stove-enamelled sheet metal in a range of colour finishes the design does not trap dirt and reduces cleaning to a minimum. **(PM/1054.)**

LARGE SCALE HEATER

OPERATING on the forced air principle a new type of Thermovent unit heater provides medium to large volumes of heat for many locations, such as workshops, factories, warehouses, etc. Installation is generally at high level, the warm air being directed down to the

working plane by adjusting the angle and direction of the heater in the 3 kW. and 5 kW. sizes and by the adjustable louvres on the 10 kW. model. The 3 kW. and 5 kW. units are fixed by mounting them on walls or stanchions, using the fixing bracket supplied, while the 10 kW. model is suspended from ceiling joists, roof steel work, or it can be mounted on walls or stanchions, by the addition of a wall-mounting bracket.

Constructed of heavy cast aluminium with high-grade nickel chrome elements enclosed in the casing, these heaters are finished in polychromatic bronze with copper grille or louvres.

Maximum ambient operating temperature for these unit heaters is 105°F. and a safety thermal cut-out is fitted to each one.

Providing mainly radiant heat, a new high temperature panel heater, produced by the same firm, is primarily for use in locations where abnormal heat loss or high interchange of air precludes the use of convection equipment. It is also suitable for local and short-period heating. **(PM/1055.)**

Safety

ROOF RISKS REDUCED

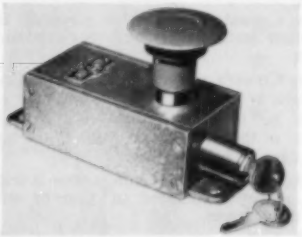
DESIGNED to combat the risks involved in the maintenance of roofs of fragile covering, a new Roof Crawling Board has been developed in conjunction with the Institution of Industrial Safety Officers.

Special features for easy handling and assembly from a ladder top are incorporated in the new equipment which consists of a headboard with extension pieces, easily connected. There is a

standard set which can be adapted to meet most requirements. The slatted form of construction reduces weight to the practical minimum so that the boards are easy to handle and assemble from the top of the ladder. Steel skids on the ridge anchor facilitate the operation of sliding the unit into position. Though simple in design the boards ensure the widest margin of safety to roof maintenance staff. **(PM/1056.)**

SAFETY SWITCH

COMPLETE protection to personnel during repairs or adjustments to machinery is assured by the new Stop-Lock Safety Switch. Fitted with a patented snap contactor, the switch is operated instantly by depressing a red mushroom head. A moving contact arm



is locked in the "open" position and circuit can only be re-made by inserting a master-key, held by the engineer-in-charge. As no key reference number is visible, re-starting is impossible without his authority. Thus, machinery can be stopped by switching off the power at any one of several points, but accidental re-start is rendered impossible.

The Stop-Lock is being produced for use with conveyor plant but it is equally suitable for almost any other type of power-operated machinery. **(PM/1057.)**

Canteen

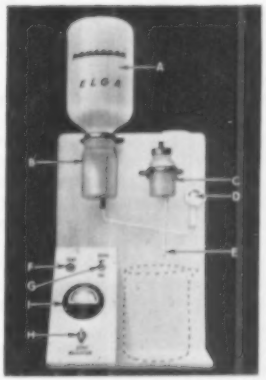
BREAD SLICER

FIFTY-FIVE slices of bread cut and buttered in one minute—such is the capacity of the "Wicksteed" machine. This ingenious machine can produce any quantity of perfectly cut bread and butter whenever it is wanted, thus avoiding pre-cut bread which tends to stale. The machine can provide a predetermined number of slices per loaf and for any given quantity of butter. An absolute minimum of handling ensures cleanliness and a saving of up to 25 per cent in butter is claimed. **(PM/1058.)**

Health

WATER PURIFIER

PURIFIED water, equal to triple glass distilled water, is available instantly on tap from a new portable and self-contained deionising plant. As raw water is poured into the storage tank



purified water is immediately available. Storage of distilled water with its inherent deterioration is thus unnecessary. No power or fuel is required, and there is therefore up to 75 per cent savings in cost compared with distillation.

The ion exchange resins are contained in a detachable column directly underneath the storage tank. When they are exhausted the column may be recharged in a few seconds with a standard refill cartridge. The purifying capacity of the ion exchange resins depends on the hardness of the raw water and therefore varies according to area. A built-in resistivity meter provides an infallible check on the water's quality. **(PM/1059.)**

The skilled man you need . . .

Among the nearly 4,000,000* skilled workers who read the "Daily Herald" every day are representatives from practically every trade and profession. There is no surer or more economical way of securing the services of the skilled replacement you want than by advertising in the columns of the newspaper they read so regularly—the "Daily Herald."

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HOW INDUSTRY CAN FIGHT TB

(Continued from page 401)

period of employment is one that needs supervision, and that tuberculosis testing in a big concern would be a worthy piece of research. Finally, on this watching of the atmosphere to keep it clear of tubercle bacilli, it is sad to relate that spitting is not a thing of the past. It is only far better than it was. The National Association for the Prevention of Tuberculosis has some excellent posters which are suitable for display if black spots exist.

We have seen how some effort can be made, not without official obstruction, to keep the industrial atmosphere free of tuberculosis. Certainly something can be done by every firm to make its environment unpleasant for the germ. Unfortunately the places of industry have been sited in areas later to become congested. Design, because we started early in the industrial field, has been against us. There is a great improvement in the working conditions of our newer factory shops. There remain in the offices, and particularly in those of many commercial houses, insufficient ventilation, overcrowding and unsatisfactory methods of cleaning. Dust can encourage the life of a tuberculosis germ. The old broom stirring up dust is by no means a thing of the past. Much more vacuum cleaning can be used. The germ dislikes sunlight, so let us have as much natural light as possible.

If one examines the groups of people who have the highest incidence of pulmonary tuberculosis, one finds that young persons about 18-25 years of age still provide many of the cases. Nutrition must be of importance at this age. Particularly do young girls tend to harm themselves by failure to have proper meals. Another group who show disturbing figures of incidence are the middle-aged men. Women of the same group are not showing this feature.

Far be it from an industrial medical officer to suggest less work to this group, but is it not possible that this group of men are mixing with more people than the womenfolk of the same group? Adequate relaxation may help these men in the way of longer holidays, but this would seem a far cry indeed until the public can have the sense to see the advantage of a spread of their holidays over a much longer period of the year.

Finally, it must be mentioned that there are occupations, almost entirely confined to men, which, by the virtue of the dust they produce, have a greater hazard of pulmonary tuberculosis than others. Thought and legislation are being brought to bear on these problems. Meanwhile, we must all earn our living and compete in a world market. Nevertheless it will often be found that what is healthy often turns out to be a paying proposition. We are all in this in a financial way. The taxes we pay must be used so that long term results are obtained. It is surely more desirable that licence should not be unlimited to those employers who pay no attention to their working conditions, just as it is ludicrous that we should spend so much money on our National Pill and Potion Bill, some of it in a big way on slimming tablets rather than on the elimination of a disease which is preventable.

"Staff" College

THE Federation of British Industries have published a leaflet* announcing a scheme for the introduction into industry of retired senior officers of the armed Services and the former Colonial Service.

Considering the problem of absorbing these retired officers into useful employment the leaflet says: "There can be little doubt that very many of these men are first-class and deserve better when they compulsorily retire in the early or middle fifties than the disheartening hunt for satisfactory employment or the rustication which is the fate of so many of them. In any case it is a shocking waste of high quality man power in a country badly short of good people."

The difficulty of employing such men occurs particularly amongst those whose careers have been devoted to general administrative duties. The F.B.I. has therefore set up an advisory council to consider all aspects of the scheme and on it are represented the Officers' Association, the Colonial Office, the Polytechnic, the Administrative Staff College, and the Ministry of Labour.

A series of five-week "industrial appreciation courses" has been arranged by the Polytechnic and retired officers of the rank of colonel or its equivalent, or higher, who wish to take the course, must first be interviewed by the Federation's selection panel.

The first of these courses finished on December 14 with a celebration luncheon. Both were a tremendous success.

*Available from the Federation of British Industries, 21 Tothill Street, London, W.1, price 3d., post free.

Works Decalogue

A TREMENDOUS demand is reported for copies of an American Management Association leaflet entitled "Ten Commandments of Good Communication." As a result the Association has given permission for all interested firms to reprint this, and has itself made thousands of two-colour reprints on heavy art paper.

Many American firms believe that communication is "Management's No. 1 Problem" and the Ten Commandments to guide them through the dark are as follows:

1. Seek to clarify your ideas before communicating.

2. Examine the true purpose of each communication.

3. Consider the total physical and human setting whenever you communicate.

4. Consult with others, where appropriate, in planning communications.

5. Be mindful, while you communicate, of the overtones as well as the basic content of your message.

6. Take the opportunity, when it arises, to convey something of help or value to the receiver.

7. Follow up your communication.

8. Communicate for tomorrow as well as today.

9. Be sure your actions support your communications.

10. Last, but by no means least: Seek not only to be understood but to understand—be a good listener.

Each "commandment" is amplified by a paragraph of text. The whole is recommended for company distribution to all supervisors.

APPOINTMENTS

DAVID COLLINS, personnel manager of *Geo. Salter & Co. Ltd.*, and a well-known figure in the public life of West Bromwich, has been appointed chairman of West Bromwich magistrates. Mr. Collins, who has been a Justice of the Peace for twenty years, succeeds Major John Leeds, who is retiring, and his new office is operative from January 1.

Mr. John Holland, assistant general secretary of A.E.S.D., who has been appointed assistant director of the Industrial Welfare Society.

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for both

Men and Women

- ★ Hard wearing—Pre-Shrunk Materials
- ★ Smart Practical Designs in a wide range of Stock Sizes
- ★ Expertly Cut on generous lines
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For hands and skin:
Cleanser or Barrier?

Industrial Dermatitis originates in skin irritation caused by chemical irritants and frictional effects. Barrier substances offer certain protection during work, but may be penetrated by the abrasive effect of working processes, and should be reinforced by effective cleansing. Adequate protection is only secured by using an approved cleanser after work. Saroul is scientifically compounded to be fully efficient, either alone or in conjunction with barriers. It is not a harsh antiseptic, but a grime-removing cleansing agent which assists the natural healing processes of the body, and extends its protective effect into the hours after work.

SAROUL HAND CLEANSER
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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

GENERAL

Automation and Electronics. Bill to provide for the establishment of a permanent committee to enquire into, review and report on the social, educational, cultural, and economic needs and consequences of the application of automation and electronic devices to British industry and agriculture; and for purposes connected therewith. Published for House of Commons. 9/11/55. *H.M.S.O.* 6d.

Memorandum on Precautions in the Handling, Storage and Use of Liquid Chlorine. 2nd edition. Published by Factory Department, Ministry of Labour and National Service. *H.M.S.O.* 4d.

Report of the Recruitment of Scientists and Engineers by the Engineering Industry. Published by the Office of the Lord President of the Council. *H.M.S.O.* 1s. 3d.

Safety of Machine Tools and Other Plant. No. 4. Guillotines and Shears. Published by Factory Department, the Ministry of Labour and National Service. *H.M.S.O.* 1s. 3d.

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 758. Wage Rates in the Glove Manufacturing Industry. Claim: For an increase in wages for piece workers and day workers. **Award:** Claim established for male and female timeworkers and piece workers with an increase by 5 per cent. Effective from 14/10/55. (14/10/55.)

No. 759. Terms and Conditions of Employment of Craftsmen Employed by the Southend Corporation on the Maintenance or Repair of Public Service Vehicles. Claim: That the Corporation should observe the terms and conditions of employment laid down in a specified agreement. **Award:** Claim established. In respect of craftsmen employed on maintenance or repair of public service vehicles the Corporation should observe the terms and conditions of service agreed by the National Joint Council for Craftsmen in Municipal Passenger Undertakings on 16/11/50, and subsequent decisions of the National Joint Council. Effective from 18/10/55. (18/10/55.)

No. 760. Remuneration of Certain Chief Officers of the Corporation of the City of Glasgow. Claim: For an increase in salaries of certain chief officers in accordance with the terms of the Scheme of Salaries and Conditions of Service approved by the Joint Negotiating Committee for Chief Officials of Local Authorities (Scotland). **Award:** Claim established. Salaries increased of Town Clerk, City Chamberlain, Director of Education, City Assessor, City Architect, Transport Manager, Master of Works, Water Engineer, with effect from 1/6/55. (18/10/55.)

No. 761. Rates of Wages of Maintenance Workers Employed in the Cotton Industry. Claim: For an increase in wages. **Award:** Claim established. Wages of workers concerned increased by 7s. 6d. per week from 20/10/55. (20/10/55.)

No. 762. Remunerations of the Deputy Chief Officers of the City and County Borough of Bath. Claim: For an increase in salary for posts of Deputy Town Clerk, Deputy City Treasurer and Deputy Director of Education. **Award:** Claim established. Salary scales applicable to the above positions be scale F, B, and B respectively. Effective from 1/4/54. (12/10/55.)

No. 763. Observance of Recognised Terms and Conditions of Employment by a Firm of Passenger Service Vehicle Operators at Bristol. Claim: Whether the employers should observe certain specified terms and conditions of employment. **Award:** Claim established that the employers should observe recognised terms and conditions laid down by the South Western (Provincial) Joint Industrial Council of Passenger Service Vehicle Operators. (26/10/55.)

No. 764. Rates of Wages of Certain Maintenance Workers Employed in the Wool Textile Industry. Claim: For an increase in wages. **Award:** Claim established. Wages of mechanics concerned increased by 6 per cent. Effective from 25/6/55. (27/10/55.)

No. 765. Wages and Conditions of Employment of Tugboatmen Employed by a Towing Company at Hull. Claim: For a regulated working week on a daily basis, with appropriate wage rates, overtime payments and provision for rest periods. **Award:** Claim established. Normal working week to be 54 hours with increases in wage rates, overtime rates and provision for rest periods. Effective from 7/11/55. (7/11/55.)

No. 766. Holiday Payments of Workers Employed by a Tape Manufacturing Firm at Derby. Claim: That the employers should observe the terms and conditions of employment agreed by the Joint Industrial Council for the Narrow Fabrics Industry. **Award:** Claim established. (7/11/55.)

No. 767. Question as to the Application of a Specified Apprenticeship Scheme to a Worker Employed by an Electrical Contractor at Bristol. Claim: That the employer should observe the recognised terms and conditions of employment in the electrical contracting industry relating to apprentices. **Award:** Claim established. (7/11/55.)

No. 768. Remuneration of Certain Chief Officers Employed by the Council of the Burgh of Buckhaven and Methil. Claim: That the Council should adopt certain salary scales in respect of the Town Clerk, the Burgh Chamberlain and the Burgh Surveyor. **Award:** Claim established with effect from 15/5/55. (9/11/55.)

No. 769. Remuneration of Certain Workers Employed by the Royal Glasgow Asylum for the Blind. Claim: For certain specified salary scales. **Award:** Claim established. (14/11/55.)

INDUSTRIAL COURT AWARDS

No. 2580. Lace Furnishings Industry. Auxiliary Time Workers—Male and Female—Rates of Wages—Claim for Increase. Reference: To determine the Union's claim for an increase of 10 per cent on the basic wage of all auxiliary time workers (male and female). **Award:** Claim established. Basic weekly rates of pay for auxiliary time workers of 101s. 3d. for adult males and 67s. for adult females shall be increased by 2s. 6d. and 2s. per week respectively with proportionate increases for juvenile workers. (29/8/55.)

No. 2581. Lace Furnishings Industry. Matters arising from Industrial Court Award No. 2580. Reference: The question of interpretation of Award No. 2580. **Award:** Award clear and unambiguous. Rates for piece workers can only be considered under new terms of reference. (11/10/55.)

No. 2582. Engineering Industry. Stenners, of Tiverton, Ltd.—Claim by the Engineering Union for the operation of an agreement between the Engineering and Allied Employers' National Federation and the Confederation of Shipbuilding and Engineering Unions to all employees. Reference: To determine a claim by the A.E.U. that Stenners Ltd. should operate the agreement dated 9/3/55 between the above mentioned, to all employees irrespective of whether any individual worker prefers an alternative method of payment. **Award:** Claim not established. (11/10/55.)

No. 2583. Railway Shopmen. Reference: Interpretation of Industrial Court Award No. 2542. **Award:** That the ten men concerned are entitled to be paid 7s. 6d. per week above the rate of pay for Instrument Maker and Repairer from 8/11/54. (24/10/55.)

STATUTORY INSTRUMENTS

No. **1602. The National Insurance (Contributions) Amendment Regulations, 1955.** Dated October 18, 1955, made by the Minister of Pensions and National Insurance under Section 5 (a) of the National Insurance Act, 1946 (b). *H.M.S.O.* 4d. Amends the National Insurance Contributions Regulations, principally those made in consequence of the National Insurance Act, 1955.

No. 1611. The Shirtmaking Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1955. Dated October 20, 1955, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 3d. Amends the Shirtmaking Wages Council (Great Britain) Wages Regulation Order, 1953, by increasing the statutory minimum remuneration fixed by those Orders.

No. 1711. The Safeguarding of Industries (Exemption) (No. 8) Order, 1955. Dated October 15, 1955, made by the Lords Commissioners of Her Majesty's Treasury under subsection 5 of section 10 of the Finance Act, 1926. *H.M.S.O.* 2d. States that the articles specified in the schedule of this Order shall be exempted from the duty imposed by section 1 of the Safeguarding of Industries Act, 1921, as amended by the Finance Act, 1926.

CIVIL SERVICE ARBITRATION TRIBUNAL

No. 296. Radio Technicians Employed by the Ministry of Transport and Civil Aviation. Claim: For an increase in the salary scale with retrospective effect. **Award:** That the London (male) salary scale of Radio Technicians employed in the Ministry of Transport and Civil Aviation shall be £395 at 19, to £515 at 25, with effect from 1/7/55. (28/10/55.)

No. 297. Storeboys, Storemen and Warehousemen in the Post Office. Claim: For an increase in scales of pay with retrospective effect. **Award:** That the rates of pay for Storeboys, Storemen and Warehousemen in the Post Office be increased. Effective from 1/7/55. (1/11/55.)

No. 298. Telephone Mechanics, Assistant Telephone Mechanics (F) and Youths-in-Training (Factories) Employed by the Post Office. Claim: For an increase in scales of pay and bonus with retrospective effect. **Award:** That the scales of pay for Youths-in-Training (Factories) should be 66s. 9d. (London) at 16 and 115s. 3d. at 20, and that the rates of bonus be increased to 90s., 94s. and 69s. for Telephone Mechanics at the lower five points, top two points and Assistant Telephone Mechanics (F) respectively. Effective from 1/1/55. (3/11/55.)

No. 299. Ushers of the Supreme Court of Judicature. Claim: For an increase in scales of pay with retrospective effect. **Award:** That the pay (London) be revised to 146s. 4s.—158s. per week with effect from 1/4/55. (9/11/55.)

January Diary For Management

BRITISH WELDING RESEARCH ASSOCIATION

12 and 13 Institution of Electrical Engineers, Savoy Place, London, W.1. One-day Course on "Increasing Productivity by Welding".

BURTON MANOR

2-13 "Supervisory Management." Course designed to meet the needs of foremen.
15-20 Introduction to Supervision. Course designed for junior foremen and charge-hands.
15-20 The Nature of Management—Part II. Course for middle grades of management.
23-Feb. 3 Supervisory Management. Course designed to meet needs of foremen.

DEPARTMENT OF MANAGEMENT STUDIES

Jan. **London.** The Polytechnic, Regent Street Six-week full-time Course on "Work Study."

HOTELYMPIA

25-Feb. 3 **Olympia, London.** International Hotel and Catering Exhibition.

INDUSTRIAL CATERING ASSOCIATION

3 **London.** Demonstration of new equipment by C.E.M.A. at L.T.E. Training Centre, Allsop Place.

INDUSTRIAL WELFARE SOCIETY

Residential Course

27-30 **Llandudno,** The Hydro Hotel. Course for Chargehands.

Non-Residential Courses at Robert Hyde House

18-19 Welfare and Social Services.
26 Foremanship Course.

Afternoon and Evening Courses

5, 12, 19, 26. Editors' Course on Magazine Production.
16, 23, 30. Effective Speaking for Foremen.
19, 26 Speaking Successfully for Executives.
23, 30 Foremen Discussion Groups.
24, 31 Office Supervisors' Course.

Day Courses and Meetings at Robert Hyde House

24 Accountants and Company Secretaries.
24 "New Thinking" Luncheon.
25 Conference on "Young Workers."
31 Canteen Executives' Meeting.

Courses Outside London

10 **Manchester.** Filmstrip Demonstration.
11 **Birmingham.** Filmstrip Demonstration.
12 **Leicester.** Filmstrip Demonstration.
26 **Leeds.** Human Implications of Work Study.

INSTITUTE OF INDUSTRIAL SUPERVISORS

10 **Panteg.** Pilkington Bros. Ltd. "The Making of Glass."
16 **Glasgow.** "Management Training for Supervisors", by J. Gloag.
18 **Merseyside.** "Materials Handling", by L. J. Hoffkins.
21 **Central Scotland.** "The Worker Looks at the Foreman." Discussion.
26 **Southern.** "A Doctor Looks at Industry", by Dr. R. F. Tredgold.

INSTITUTE OF PERSONNEL MANAGEMENT

8-13 **London.** Residential Study Course. Wage Negotiation and Industrial Relations.
10 **London.** "The Trade Unions' Attitude to Work Study", by D. Basnet.
12 **Wolverhampton.** "Vocational Training and Education in the Ruhr", by H. E. Read.
17 **Stoke-on-Trent.** "Personnel Management from the Cost Accountant's Point of View", by A. Hudson.
19 **Leicester.** "Labour Conditions Abroad", by J. Lee.
25 **Birmingham.** "Current Developments in the Personnel Field", by H. B. Forman.

INSTITUTION OF PRODUCTION ENGINEERS

3 **Oxford.** "Cost Accounting as an Aid to Efficient Production", by H. J. Furness.
5 **Southampton.** "Economic and Social Effects of Automation", by R. R. Williams.

INSTITUTION OF WORKS MANAGERS

3 **Leicester.** "Human Relations", by Mrs. J. H. M. Booth.
9 **Manchester.** "Educational Training for Industry", by Lady Simon of Wythenshawe.
10 **Birmingham.** "Management as seen from the Shop Floor", by L. Pridmore.
17 **Merseyside.** "Electronics as Applied to Industry", by W. A. Turner.
23 **Glasgow.** "Trade Unions and Productivity", by T. B. Meikle.
24 **Lancaster.** "Choosing Managers", by F. C. Lawrence.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

16-20 **London.** Course in Selection Methods, Part I.
30-1 **London.** Course for Supervisors.

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CORRECTION

In the article "How to Succeed With a Suggestions Scheme" which appeared in the December issue of this magazine we mentioned that, under a previous scheme, suggestion boxes were abused by employees. We now understand that the boxes in question were, in fact, part of an anti-waste campaign and had no connection with a suggestions scheme. We extend our apologies to the **Ford Motor Company Ltd.** for this misunderstanding.

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